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# METHODS FOR CHOOSING BUFFER SIZE IN TANDEM PRODUCTION OPERATIONS

**GEORGE J. SCHLENKER** 

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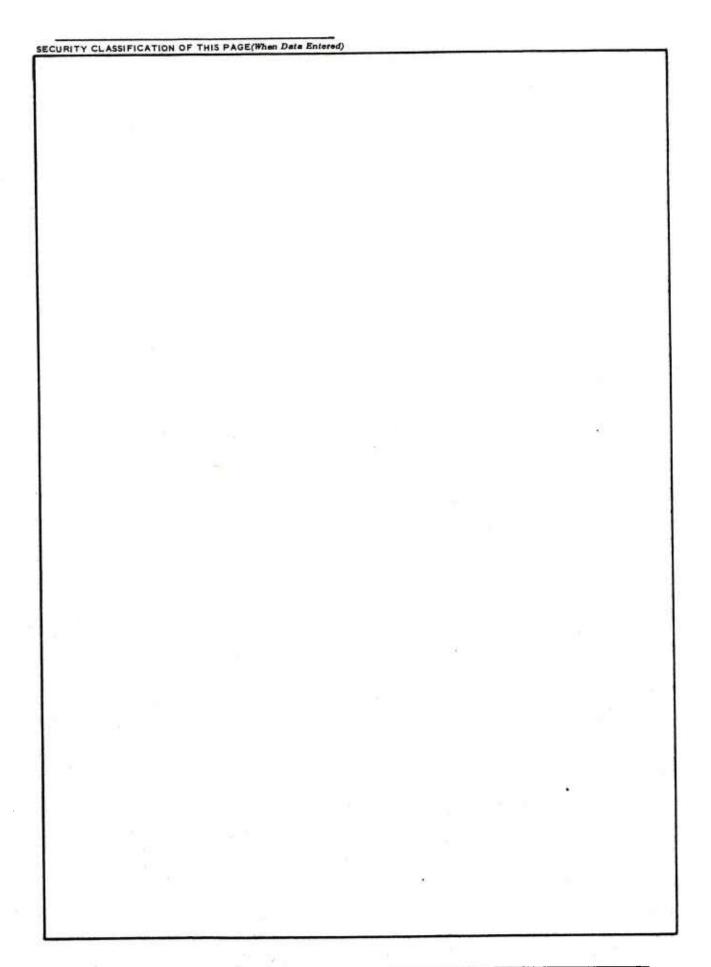
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simulation and that they should utilization of the buffer and t	provide a mear he productivity	of the manufacturing process.			



### DRSMC/SA/MR-1

METHODS FOR CHOOSING

BUFFER SIZE IN

TANDEM PRODUCTION OPERATIONS

GEORGE J. SCHLENKER

August 1983

#### **ABSTRACT**

This memorandum is concerned with the problem of selecting a capacity value for the buffer between two asynchronous production operations. The methodology study is motivated by shortcomings in present methods. Objectives for this study are that methods should be at least as efficient as stochastic simulation and that they should provide a means of examining both the utilization of the buffer and the productivity of the manufacturing process.

Two methods were developed and implemented in computer programs. Both methods use the theory of Markov processes. The first method (GS.BUF) calculates steady-state probabilities for all states of a simple production system. For certain types of processes the results of this model are exact. The results offer a good approximation for many processes. This model calculates the system productivity explicitly, providing an opportunity for economic tradeoffs between buffer capacity and other parameters. The second model (BUF.CAP) focuses on the dynamics of the filling and emptying of the buffer, under the assumption of statistical independence between states of the two operations. This model admits the possibility of several machines working in parallel at each operation.

#### MEMORANDUM FOR RECORD

SUBJECT: Methods for Choosing Buffer Size in Tandem Production Operations

### 1. Reference:

- a. DD 1498, HQ, US ARRCOM, DRSAR-SA, March 1983, title: Manufacturing Productivity Study.
- b. Tech Report No. 82014, Menke, W. and Tran, D., ARRADCOM, November 1982, title: Simulation of Ammunition Production Lines.

### 2. Outline of the MFR

The following is an outline of this memorandum:

- a. Background
- b. Motivation
- c. Definitions
- d. Objectives
- e. Methodology Overview
- f. General Conclusions
- g. Derivation of Equations for GS.BUF
- h. Analytical Results of GS.BUF
- i. Conclusions Regarding GS.BUF
- j. Derivation of Equations for BUF.CAP
- k. Results of BUF.CAP
- Not Used
- m. Conclusions Regarding BUF.CAP
- n. Annexes -- Computer Source Programs GS.BUF and BUF.CAP

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### Background

Over the past year I have been involved in a methodology study concerned with estimation of the capacity of production lines. This study [Ref a] has produced a general computer simulation (TANDEMT) capable of performing stochastic simulation on manufacturing systems having quite general structures. By contrast, the problem addressed by this memorandum is quite restricted in scope. One of the objectives of the manufacturing productivity study is to develop the means for understanding the significance of equipment and/or procedural changes on the productivity of a specific manufacturing line. The methods discussed here concern only the effect of buffer capacity in a simple, asynchronous system with two operations in tandem and an intervening buffer.

### 4. Motivation

Ref b mentions shortcomings of procedures for sizing the buffer between manufacturing operations. An ad hoc method is proposed there for generating a reasonably sized buffer, suitable for use as an input datum to a stochastic simulation of a developmental production process. The method is not claimed to be logically rigorous. The proposal yields a single number, but lacks a measure of sensitivity of the process output (or buffer performance) to buffer size. A sound approach to this problem is needed which permits the calculation of the advantage of increasing buffer capacity. A proper method should permit efficient tradeoffs to be made between buffer capacity and other process parameters. The methods presented in this memorandum possess these attributes.

### 5. Definitions

The simplest tandem system consists of two operations running asynchronously with an intervening buffer. In this MFR the term "simple production system" refers specifically to this kind of system. More complex systems may be viewed as arrangements of these simple systems. Additionally, the term productivity is used here somewhat restrictively. Productivity is a measure of the efficiency of a production system to produce, within imposed machine limits. As used here, productivity is defined as the ratio of the average quantity produced, in steady state, to the production of a perfect system having the same machine rates. The machines comprising the production system are viewed in a general way. They can consist of automatic hardware or of humans with simple tools or anything in between. A property of a machine is that it fails or requires adjustment by a repairman at random operating intervals. The mean time between "failures" of a machine type is a property of this machine, abbreviated MTBF. Similarly, the mean time to repair is denoted MTTR. To simplify the analysis without undue loss of generality, it is assumed that sufficient repairmen are available so that essentially no time\*

<sup>\*</sup> Alternatively, at least m repairmen are present, where,  $P\{m \text{ or less repairmen busy}\} \gtrsim 0.9$ .

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is spent by machines waiting in a repair queue. This is what is meant by a well maintained system.

### 6. Objectives

The principal objective of this study is to develop a method for sizing the buffer in a simple production system. The method should be at least as numerically efficient as stochastic simulation. Further, the method should provide a means of examining both the utilization of the buffer and the productivity of the manufacturing process.

### 7. Methodology Overview

Before getting into details of the analysis, we consider the general approach to the methods of this memorandum. Both of the methods are based on the theory of Markov processes. The computer programs which implement these methods are found in the Annexes. In the first method, with program name GS.BUF, the three components of a simple production system are viewed as operating together to generate various system states. The system states are defined in terms of the admissible states of the 1st machine operation, of the buffer, and of the 2nd machine operation. As shown in Figure 1, the 1st operation is considered a single machine whose states are (a) under repair, (b) waiting for a space in the buffer to place a completed part, and (c) operating on a part. These substates are numerically coded as 0, 1, and 2 respectively. The state of the buffer is just the number of parts occupying it. The admissible buffer substates are integers from 0 to the buffer capacity. The 2nd operation is also considered a single machine whose states are coded 0, 1, and 2 for (a) under repair, (b) waiting for a part to remove from the buffer, and (c) operating on a part.

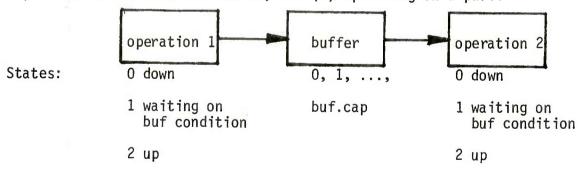


Figure 1. States of a Simple Production System

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- 8. A state of the system is denoted by three integers each of which characterizes one of the consecutive components of this system. Thus, state 0, 0, 1 indicates that operation 1 is under repair, that the buffer is empty, and that operation 2 is waiting for a part to operate upon. For convenience the states are labeled with a single index i. The probability that the system occupies the i th state at time t is denoted  $p_i(t)$ . The linear equations which functionally relate  $d(p_i(t))/dt$  to the  $\,$  various probabilities of state occupancy, for all states, are called the Kolmogorov equations. These differential difference equations can be simply written under the assumptions of exponentially distributed -- time to fail, time to repair, and machine operation (or service) times. (As shown later these assumptions are not too restrictive.)
- 9. In stochastic steady state all the derivatives are set to zero. The resultant set of linear algebraic equations is solved for the state probabilities in steady state. Certain states are identified which collectively represent interesting conditions. For example, those states in which operation 1 is waiting or operation 2 is waiting for the buffer, etc. A condition of particular interest is: operation 2 is either waiting or down for repair. The probability that this condition obtains is the fraction of time that the simple system is nonproductive. The 1's complement of this probability is, thus, system productivity. The probabilities of these state conditions can be used in tradeoff analyses to size the buffer. Economic factors can be invoked to determine the value of increased productivity versus the cost of additional buffer capacity. This is the basis of the first method for sizing the buffer.

### 10. A Second Approach

Another approach to buffer sizing is considered. Altho lacking in the comprehensiveness of the first approach, it does provide an approximation of the probability that a specific number of buffer spaces would be required if the first and second machine operations were not constrained to wait for a buffer condition. Unlike the first approach, this method explicitly accounts for the possible existence of several identical machines working in parallel at each machine operation. The basis of the 2nd approach is to consider the states of the first operation to be statistically independent of the states of the second. Independence is a reasonable assumption if the buffer capacity is large and if there are no common causes of machine failure. Then, the Kolmogorov equations for the first operation and for the second are independent and have the same simple form. Generally, an operation has N machines operating in parallel and possesses N+1 states. In this case the state value of an operation is just the number of machines operating. In a two-operation system with N<sub>1</sub> machines in operation 1 and  $N_2$  machines in operation 2, there are  $(N_1+1)(N_2+1)$ 

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system states. The method, implemented in BUF.CAP, starts with the system conditionally in each of its states in turn, and directly solves the differential - difference (Kolmogorov) equations to obtain the time-dependent average (expected) production from each of the operations, conditioned by the initial state. Because of the independence between operations, the actual numerical procedure considers each operation by itself and obtains the N+1 conditional trajectories -- time-dependent state probabilities and associated expected production -- storing the results. The difference in expected production from operations 1 and 2 at time t represents the expected value of the parts which would be added to the buffer, if product 1 > product 2, or would be removed from the buffer, if product 1 < product 2. Recall that this expected difference is conditional upon the initial state condition (IC). But because the IC's are random the expected production differences are actually random variables.

11. These differences are calculated for all system states at a time large enough to allow the state probabilities to approach their steady-state values (about 4\*MTTR). Then the expected differences are rank ordered from smallest to largest. The probability that the system initial state would be occupied in steady state is calculated (via a product of binomial probabilities). These probabilities are associated with each of the ordered production - difference values. These probability densities are accumulated to yield the cumulative distribution function (c.d.f.) for the production difference expected under these conditions. The program BUF.CAP displays this c.d.f. In a balanced production system the expected value of the production difference from this distribution is zero. mean and variance of the random variable from this distribution are calculated in BUF.CAP. The variance depends upon the number of machines at each operation, the machine rates, and the MTBF's and MTTR's. To reduce the risk of causing machines to wait for the buffer, the required buffer capacity is set to the range in expected production difference plus 4 standard deviations. This somewhat arbitrary assignment provides a reasonably small risk that the calculated buffer capacity would be inadequate. A measure of risk is provided explicitly in this approach, but no measure of productivity is given here. However, using stochastic simulation I have noted that the marginal change in productivity at the calculated buffer capacity is about 0.04 percent per percent change in capacity.

### 12. General Conclusions

The most general conclusions concerning the above methods are presented here. Details are presented in later parts of this memorandum. In production systems having operation times which are exponentially distributed and in which repair times are exponentially distributed, a steady-state Markov model of a simple production system provides a satisfactory approach to

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sizing the buffer. A model of this type is implemented in the computer program GS.BUF. Even when the machine operating rates are constants (or nearly so), GS.BUF provides a good approach, providing that several machines are working in parallel at each operation. When constant-rate single-machine operations obtain, stochastic simulation is the preferred approach to buffer sizing. The use of GS.BUF permits one to invoke economic factors in sizing the buffer. Machine operating rate (or operating time interval), repair time, and buffer capacity are all important variables which affect productivity. If one wishes to examine the (filling and emptying) dynamics of the buffer in detail, the method implemented in BUF.CAP is suggested. This method is also useful in obtaining a point estimate of buffer capacity when a more elaborate economic tradeoff is not appropriate.

### 13. Derivation of Equations for GS.BUF

The general outline of the theory for GS.BUF, provided in paragraph 7 ff., will be detailed here. To make the exposition simple, consider a simple production system with a buffer having only 3 spaces. The theory of Markov processes can be applied directly to the states defined in Figure 1 providing the operating times, time intervals between failure, and repair times are all exponential random variables. Other substates could be added to accommodate other distributions of these random variables. For the present, consider only the states given in Table 1.

Transitions occur between these states. The state numbers in Table 1 appearing at the left in sequence are used as indices to designate the probability of state occupancy. Thus,  $p_1(t)$  refers to the probability that the system is in state 1 at time t. The states to which a particular state may transition are listed in the column labeled "transition-to states." Similarly, the states from which transfers may occur are listed in the column labeled "transition-from states." Ordinarily, Markov processes may be represented diagrammatically by a graphical network with nodes as states and arcs as transitions -- the state-transition diagram. The rate parameters for the transitions are affixed to the corresponding arcs. Because of the visual complexity of the graph for this process, only a partial statetransition diagram is shown in Figure 2. In this case the first seven states are isolated, and all states connecting each of these states are shown separately. The rate parameters shown in Figure 2 -- r,  $\lambda$ ,  $\mu$  -are indexed with a 1 or 2 to indicate the operation to which it belongs. For example, for state 1, transitions to state 2 occur at the "birth" rate  $\lambda_1$ , which characterizes operation 1.

TABLE 1

DEFINITION OF STATES OF A SIMPLE PRODUCTION SYSTEM

Example with buffer capacity of 3 spaces.

	Example with buffer capacity of 3 spaces.				
State	Stat	e Definit	ion*	Transition-to	Transition-from
Number	0pn 1	Buf	0pn 2	States	States
1	0	0	1	2	2, 4
2	2	0	1	1, 6	1, 6
3	0	0	0	4, 5	4, 5
4	0	0	2	1, 3, 6	3, 6, 8
5	2	0	0	3, 6, 9	3, 6
6	2	0	2	2, 4, 5, 10	4, 5, 10
7	0	1	0	8, 9	8, 9
8	0	1	2	4, 7, 10	7, 10, 12
9	2	1	0	7, 10, 13	5, 7, 10
10	2	1	2	6, 8, 9, 14	6, 8, 9, 14
11	0	2	0	12, 13	12, 13
12	0	2	2	8, 11, 14	11, 14, 16
13	2	0	0	11, 14, 17	9, 11, 14
14	2	2	2	10, 12, 13, 18	10, 12, 13, 18
15	0	3	0	16, 17	16, 17
16	0	3	2	12, 15, 18	15, 18
17	2	3	0	15, 18, 19	13, 15, 18
18	2	3	2	14, 16, 17, 20	14, 16, 17, 20
19	1	3	0	20	17, 20
20	1	3	2	18, 19	18, 19

 $<sup>\</sup>star$  For operations 1 and 2, the integers in the state definition have the following meanings:

The integer characterizing the buffer state is the number of parts in the buffer.

<sup>0</sup> means "down" or under repair, with a part being held.

<sup>1</sup> means waiting for a buffer condition—to place a part, for operation 1, and to remove a part, for operation 2.

<sup>2</sup> means "up" or working on a part.

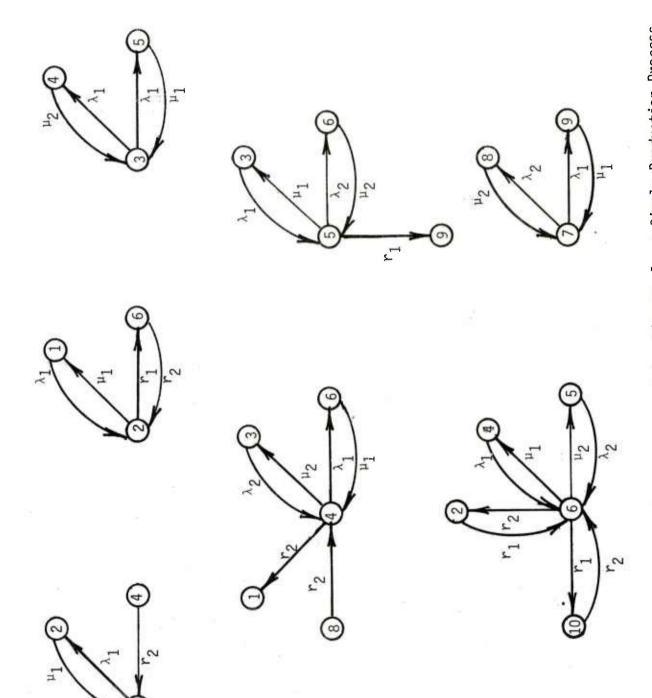


Figure 2. Partial State Transition Diagram for a Simple Production Process

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Transitions to state 1 occur from states 2 and 4. The transition from state 2 occurs at the "death" rate  $\mu_1$ , associated with operation 1. The transition from state 4 occurs at the operating rate  $r_2$  of operation 2. The birth rate for an operation is, of course, the rate at which that operation is restored to operational condition given that it is "down". Thus,

$$\lambda_i = 1/MTTR_i , i = 1,2, \qquad (1)$$

for operations 1 and 2. Similarly, the death rate for an operation is the rate at which a failure occurs, given that the operation is "up". Thus,

$$\mu_{i} = 1/MTBF_{i}$$
 ,  $i = 1, 2$  . (2)

The machine rates (reciprocals of mean service time) are denoted by  $r_1$  and  $r_2$ , for operations 1 and 2 respectively.

15. With the aid of the state transition diagram, writing the Kolmogorov equations is a quite mechanical task. For example, as is customary in deriving transition equations, consider a small time increment h. Then, the probability that state 1 is occupied at time t+h is given as

P{state 1 at t+h} = P{no transition in h occurs from state 1, given occupation at t}

\*P{state 1 at t} + P{transition from state 2, given occupation of state 2 at t}

\*P{state 2 at t} + P{transition from state 4, given occupation of state 4 at t}

\*P{state 4 at t}.

Using the abbreviated notation, this expression becomes

$$p_{1}(t+h) = (1-\lambda_{1}h)p_{1}(t) + \mu_{1}hp_{2}(t) + r_{2}hp_{4}(t).$$
(3)

Then.

$$[p_1(t+h)-p_1(t)]/h = -\lambda_1 p_1(t) + \mu_1 p_2(t) + r_2 p_4(t).$$
 (4)

Taking the limit as h approaches zero and omitting the functional dependence upon t,

$$\dot{p}_1 = -\lambda_1 p_1 + \mu_1 p_2 + r_2 p_4. \tag{5}$$

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So much for conventional derivations! This expression can be obtained directly from the state transition diagram by writing as terms the probabilities of all states which transition to a particular state—the 1st here—on the right with their transition rates as positive coefficients. The rates of all transitions from the particular state are collected and the negative of this sum is the coefficient of the particular state. The Kolmogorov state equations for the simple system with 3-space buffer are written compactly in Table 2. The first column in this table is the index (i) of the left hand side  $\dot{p}_i$ .

16. For a simple system with a buffer capacity of 3-spaces, there are 20 states. The display of the corresponding 20 equations is awkward, but still manageable. With increasing buffer size, writing the state equations explicitly is infeasible. Fortunately, this display is not necessary. For notational simplification, let  $\underline{p}$  be a column vector of the state probabilities with ns (number of states) elements. Let B be a square matrix of coefficients with ns rows. Then, the Kolmogorov equations for a simple production system can be written, generally, as

$$\dot{\mathbf{p}} = \mathbf{B}\mathbf{p} \quad . \tag{6}$$

Because the sum of the elements of  $\underline{p}$  is unity, B is not of full rank. Thus, equation (6) is not solved directly. In obtaining a solution, however, it is useful to generate the elements  $(b_{ij})$  of B. Because B is a stochastic matrix, the sum of each of its column vectors is zero (reflecting the fact that each arc in the state transition diagram both leaves and enters a node). This fact is exploited to check the validity of the equations actually solved in GS.BUF.

17. In Table 1, note that the first 2 states are waiting (i.e., 1) states for operation 2, whereas the last 2 states are waiting states for operation 1. In each of the states between the 2nd and 2nd to last, a regular pattern is observed. For a given buffer state two 0 states are assigned operation 1, with operation 2 taking the values 0 and 2. Next, two 2 states are assigned for operation 1, with operation 2 again taking the values 0 and 2. This pattern of four system states is followed for each value of the buffer state. Thus, with a buffer capacity m, the number of states is

$$ns = 4(m+1)+4$$

ns = 4(m+2) (7)

Because of the regularities in the state definition noted above, there are regularities in the equations, which permit the elements of the B matrix to be written recursively. Starting with state 11 (11th row of B),

$$b_{ij} = b_{i-4}, j-4,$$

$$11 \le i \le ns-5,$$

$$i-4 < j < ns.$$
(8)

This fact greatly simplifies the process of generating the elements of the B matrix.

TABLE 2

### STATE EQUATIONS FOR A SIMPLE SYSTEM WITH 3-SPACE BUFFER

(See Table 1 for definition of states).

	(See Table 1 for definition of States).
Derivative of P{State No.}	Terms in Right-Hand-Side Sum
1	$^{-\lambda}1^{p}1$ , $^{\mu}1^{p}2$ , $^{r}2^{p}4$
2	$\lambda_1^{p_1}$ , $-(\mu_1+r_1)_{p_2}$ , $r_2^{p_6}$
3	$-(\lambda_1 + \lambda_2)p_3$ , $\mu_2 p_4$ , $\mu_1 p_5$
4	$^{\lambda_2p_3}$ , $^{-(\lambda_1+\mu_2+r_2)p_4}$ , $^{\mu_1p_6}$ , $^{r_2p_8}$
5	$^{\lambda}1^{p}3$ , $^{-(\lambda_{2}+\mu_{1}+r_{1})p}5$ , $^{\mu_{2}p}6$
6	$r_{1}^{p_{2}}$ , $\lambda_{1}^{p_{4}}$ , $\lambda_{2}^{p_{5}}$ , $-(\mu_{1}^{+}\mu_{2}^{+}r_{1}^{+}r_{2}^{-})p_{6}$ , $r_{2}^{p_{10}}$
7	$-(\lambda_1 + \lambda_2)p_7$ , $\mu_2 p_8$ , $\mu_1 p_9$
8 .	$^{\lambda_{2}p_{7}}$ , $^{-(\lambda_{1}+\mu_{2}+r_{2})p_{8}}$ , $^{\mu_{1}p_{10}}$ , $^{r_{2}p_{12}}$
9	$r_1^{p_5}$ , $\lambda_1^{p_7}$ , $-(\lambda_2^{+\mu_1} + r_1)^{p_9}$ , $\mu_2^{p_10}$
10	$r_{1}^{p_{6}}$ , $\lambda_{1}^{p_{8}}$ , $\lambda_{2}^{p_{9}}$ , $-(\mu_{1}^{+}\mu_{2}^{+}r_{1}^{+}r_{2}^{-})p_{10}$ , $r_{2}^{p_{14}}$
11	$-(\lambda_1^{+\lambda_2})_{p_{11}}$ , $\mu_2^{p_{12}}$ , $\mu_1^{p_{13}}$
12	$^{\lambda}2^{p}11$ , $^{-(\lambda}1^{+\mu}2^{+r}2^{)p}12$ , $^{\mu}1^{p}14$ , $^{r}2^{p}16$
13	$r_{1}^{p_{9}}$ , $\lambda_{1}^{p_{11}}$ , $-(\lambda_{2}^{+\mu_{1}} + r_{1}^{+r_{1}})^{p_{13}}$ , $\mu_{2}^{p_{14}}$
14	$r_{1}^{p_{10}}$ , $\lambda_{1}^{p_{12}}$ , $\lambda_{2}^{p_{13}}$ , $-(\mu_{1}^{+\mu_{2}+r_{1}+r_{2}})_{p_{14}}$ , $r_{2}^{p_{18}}$
15	$-(\lambda_1 + \lambda_2)_{p_{15}}, \mu_2^{p_{16}}, \mu_1^{p_{17}}$
16	$^{\lambda_2p_{15}}$ , $^{-(\lambda_1+\mu_2+r_2)p_{16}}$ , $^{\mu_1p_{18}}$
	1

TABLE 2 (Cont)

### STATE EQUATIONS FOR A SIMPLE SYSTEM WITH 3-SPACE BUFFER

### (See Table 1 for definition of states).

Derivative of P{State No.}	Terms in Right-Hand-Side Sum
17	$r_{1}^{p}_{13}$ , $\lambda_{1}^{p}_{15}$ , $-(\lambda_{2}^{+\mu}_{1}^{+r}_{1}^{-})_{p}_{17}$ , $\mu_{2}^{p}_{18}$
18	$r_1^{p_{14}}$ , $\lambda_1^{p_{16}}$ , $\lambda_2^{p_{17}}$ , $-(\mu_1^{+\mu_2} + r_1^{+\mu_2})_{p_{18}}$ , $r_2^{p_{20}}$
19	$r_1^{p_17}, -\lambda_2^{p_19}, \mu_2^{p_20}$
20	$r_1^{p}_{18}$ , $\lambda_2^{p}_{19}$ , $-(\mu_2^{+}r_2^{-})_{p}_{20}$

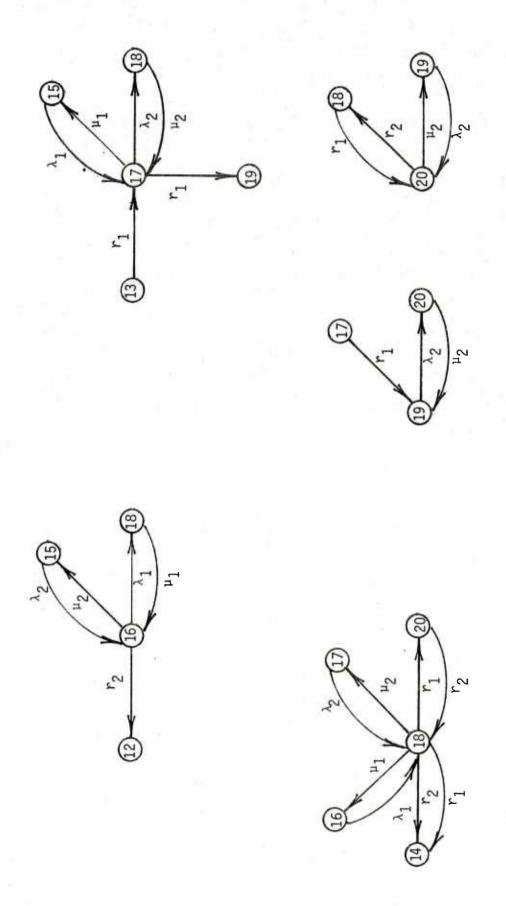


Figure 3. State Transition Diagram of the Last Five States for a Simple Production Process

For a general system with ns states, the above state numbers correspond as follow: ns=20, ns=1=19, etc.

NOTE:

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18. The last 5 system states, which contain waiting states for operation 1, must be written explicitly. For the general case, these are:

$$\dot{p}_{ns-4} = \lambda_2 p_{ns-5}^{-(\lambda_1 + \mu_2 + r_2)} p_{ns-4} + \mu_1 p_{ns-2}$$
(9)

$$\dot{p}_{ns-3} = r_1 p_{ns-7} + \lambda_1 p_{ns-5} - (\lambda_2 + \mu_1 + r_1) p_{ns-3}$$

$$^{+\mu}2^{p}_{ns-2}$$
 (10)

$$\dot{p}_{ns-2} = r_1 p_{ns-6} + \lambda_1 p_{ns-4} + \lambda_2 p_{ns-3}$$

$$-(\mu_1 + \mu_2 + r_1 + r_2) p_{ns-2} + r_2 p_{ns}$$
(11)

$$\dot{p}_{ns-1} = r_1 p_{ns-3} - \lambda_2 p_{ns-1} + \mu_2 p_{ns}$$
(12)

$$\dot{p}_{ns} = r_1 p_{ns-2} + \lambda_2 p_{ms-1} - (\mu_2 + r_2) p_{ns} \qquad (13)$$

The state transition diagram for the last five states is found in Figure 3.

19. To evaluate the system under stochastic steady state, the  $\underline{\dot{p}}$  vector is set to zero.

Then,

$$Bp = 0 . (14)$$

As noted above, the resultant set of equations contains one superfluous equation, since the state probabilities must sum to 1. To remedy this situation, (14) is converted to the linear matrix-vector equation

$$A x = c$$

with

A (nxn), 
$$\underline{x}$$
 (nx1), and  $\underline{c}$  (nx1),

where

$$..n = ns-1$$
.

This is done by assigning

$$p_1 = 1 - \sum_{k=2}^{n_S} p_k$$
 (16)

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The elements of the A matrix and  $\underline{c}$  vector in (15) are obtained via the transformations

$$b'_{ij} = b_{ij} - b_{i1}$$
,  $2 \le i \le ns$ 

and,

$$c_{i-1}^{=-b_{i1}}$$
,  $2 \le i \le ns$ 

$$a_{ij} = b'_{i+1, j+1}, 1 \le i, j \le n$$
 (17)

Note that the first scalar equation in equation (14) is deleted in forming (15). The A matrix is of full rank, so  $\underline{x}$  may be obtained by

$$\underline{\mathbf{x}} = \mathbf{A}^{-1}\underline{\mathbf{c}} \quad . \tag{18}$$

Then.

$$p_{i+1} = x_i$$
,  $1 \le i \le n$ . (19)

Finally,  $p_1$  is obtained from (16).

20. The probabilities of buffer occupancy are obtained from the state probability vector  $\underline{p}$  (or, alternatively from  $\underline{x}$ ) by

P{buffer is empty} = 
$$\Sigma_{k=1}^{6} p_{k}$$
 (20a)

P{j parts in buffer} =

$$\Sigma_{k=1}^{4} p_{k+4j+2} , 1 \le j \le m-1 .$$
 (20b)

P{buffer is full} = (by definition)

$$P\{m \text{ parts in buffer}\} = \sum_{k=1}^{6} p_{k+4m+2} . \qquad (20c)$$

The probability that operation 2 must wait for a buffer condition is just the sum of the first two state probabilities:

$$P\{\text{operation 2 must wait}\} = p_1 + p_2 . \tag{21}$$

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The probability that operation 1 must wait for a buffer condition is the sum of the last two state probabilities:

$$P\{\text{operation 1 must wait}\} = p_n + p_{n+1} . \tag{22}$$

The system productivity depends upon the probability that operation 2 is down. This last probability is given by

P{operation 2 is down} = 
$$\sum_{k=1}^{(ns-2)/2} p_{2k+1}$$
 (23)

Finally, the system productivity is

If one wants the steady-state production rate of the simple system, this value is obtained from the productivity by multiplying times  $r_2$ .

### 21. Analytic Results of GS.BUF

Calculations were made using GS.BUF to compare results with stochastic simulation and to do a sensitivity analysis of certain parameters. This computational experience provided timing estimates on our PR1ME 550 minicomputer. All calculations were made using double-precision arithmetic. The stochastic simulation used for comparison was a very simple implementation of TANDEMT. In all cases studied the time between failures and the time to repair were exponential random variables. Simulation runs were 40 24-hour days, starting with an empty system. Runs were made for instances in which the machine operating (or service) time is exponential and in which it is constant. The runs with constant service time are used to test the applicability of the Markov model in GS.BUF to a quite different model. Parenthetically, I note that other Markov models can be created to approximate the constant-rate case. By defining many substates to describe a machine operation, it is possible to describe a random service time whose coefficient of variation is quite small (if not zero). In fact, I constructed a specific case of such a model using 3 substates. The productivity calculated with that model is in better agreement with simulated results than is the case for GS.BUF. However, due to the large number of system states produced by this method, computational efficiency is poor, for a typical buffer size. Consequently, that approach was abandoned. It is recommended for single-machine operations having constant rates, that stochastic simulation be used to estimate system productivity. This approach also has the advantage of modeling other-than well maintained systems, which were considered here.

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- 22. Results of GS.BUF in which the operations have a common set of parameters are shown on the first page of Table 3. Buffer capacity is treated as a parameter in the comparison between calculated and simulated results. This comparison indicates complete agreement within expected statistical variation. For simulations of this length the estimated standard error of the productivity estimate is about 0.11 to 0.14 for these examples. The typically somewhat larger estimated probability that the buffer is empty is a reflection that the simulation was not started in the steady state. However, due to the simulation length, this effect is small. On the second page of Table 3, a comparison is made in which the parameters of operation 1 are not the same as those of operation 2. Again, agreement is excellent. Whenever one is designing a buffer, a balanced pair of operations should be considered. When balanced, the operation thruput is a constant equal to the product of the machine rate, the machine availability, and the number of machines. Note that these operations are balanced.
- 23. Calculated and simulated productivities for an expanded set of buffer capacities are shown in Table 4. This sort of analysis can be used in making economic tradeoffs when choosing a buffer capacity. The results of TANDEMT are shown in Table 5. It is noted that the system productivity is always greater when the machine service (operating) times are constants than when they are exponential random variables. However, note that the difference (and relative difference) in productivities in these two instances diminishes as the buffer capacity increases. This fact suggests that regardless of the distribution of service times, GS.BUF may be a practical procedure to use for productivity estimation (and tradeoff) when the buffer capacity is large. Figure 4 shows the probability density functions of buffer state occupancy for cases in which the service times are constant and exponential random variables. The U-shaped densities are typical. Note that much larger probabilities of being at the buffer extremes is exhibited by a constant-rate system.
- 24. The sensitivity analysis using GS.BUF considers the effect of the following three parameters on system productivity: buffer capacity, MTTR, and machine rate. While not large, the ranges of these parameters are representative of many ammunition production operations. Several inferences can be drawn from the results shown in Table 6. Only one is mentioned at this point. Suppose the machine rate is given and the buffer size chosen to yield a particular productivity or, alternatively, chosen so that the marginal cost of additional buffer space just equals the value of additional production from a system with the incrementally larger buffer. If, later, a greater machine rate is available via, possibly, machine substitution, one can expect a productivity decrease if the buffer is not enlarged. Remember that productivity is a measure of production efficiency. Thus, doubling the machine rate -- with buffer fixed -- will increase the production rate, but will not double it.

TABLE 3

### COMPARISON OF THE PROBABILITIES OF BUFFER OCCUPANCY: CALCULATED VERSUS SIMULATED

Parameters:

Two single-machine operations in tandem.
Operation (service) times are exponential.
Repair times are exponential.
MTBF = 100 minutes

MTTR = 25 minutes

Average operating rate = 1 part/min.

Buffer	Buffer	State Prob	abilities
Capacity	Status	Calculated	Simulated
3	0	0.379	0.385
	1	0.121	0.125
	2	0.121	0.126
	3	0.379	0.364
		System Prod 0.595	uctivity* 0.599
5	0	0.320	0.312
	1	0.091	0.094
	2	0.089	0.095
	3	0.089	0.094
	4	0.091	0.094
	5	0.320	0.311
		System Prod	luctivity*
		0.620	0.630
10	0	0.250	0.247
	1	0.059	0.061
	2	0.056	0.059
	3	0.055	0.056
	4	0.054	0.054
	5	0.053	0.056
	6	0.054	0.054
	7	0.055	0.056
	8	0.056	0.057
	9	0.059	0.060
	10	0.250	0.240
		System Prod 0.650	ductivity* 0.640

### TABLE 3 (Cont)

### COMPARISON OF THE PROBABILITIES OF BUFFER OCCUPANCY: CALCULATED VERSUS SIMULATED

Parameters:

Two single-machine operations in tandem.

Operation (service) times are exponential. Repair times are exponential.

MTBF = 200 min (1st opn), = 100 min (2nd opn). MTTR = 25 min (1st opn), = 12.5 min (2nd opn). Average operating rate = 1/min.

Buffer	Buffer	State Probabilities	
Capacity	States	Calculated	Simulated
3	0	0.357	0.368
	1	0.140	0.143
	2	0.141	0.144
	3	0.362	0.345
		System Produ	ctivity*
		0.695	0.696
5 .	0	0.287	0.291
	1	0.103	0.105
	2	0.104	0.106
	3	0.105	0.106
	4	0.108	0.109
	5	0.294	0.283
		System Productivity*	
		0.727	0.731

<sup>\*</sup> System productivity is the ratio of the average production achieved to the maximum steady-state production from a system of perfect machines operating at the same rates.

TABLE 4

### COMPARISON OF CALCULATED WITH SIMULATED PRODUCTIVITY ESTIMATES FOR A SIMPLE PRODUCTION SYSTEM\*

Buffer	Average Pr	Average Productivity		
Capacity	Calculated	Simulated**		
3	0.595	0.599		
5	0.620	0.630		
10	0.650	0.640		
20	0.680	0.684		
40	0.710	0.713		

### \* Parameters:

A single machine at each of two operations.

Exponential operation times.

Exponential repair times.

Average operating rate 1 part/minute.

Common MTBF = 100 minutes.

Common MTTR = 25 minutes.

\*\* The standard error is about 0.011, based on a 40 day simulation.

TABLE 5

### COMPARISON OF PRODUCTIVITY ESTIMATES FOR SIMPLE PRODUCTION SYSTEMS\* HAVING CONSTANT VERSUS EXPONENTIAL OPERATING TIMES

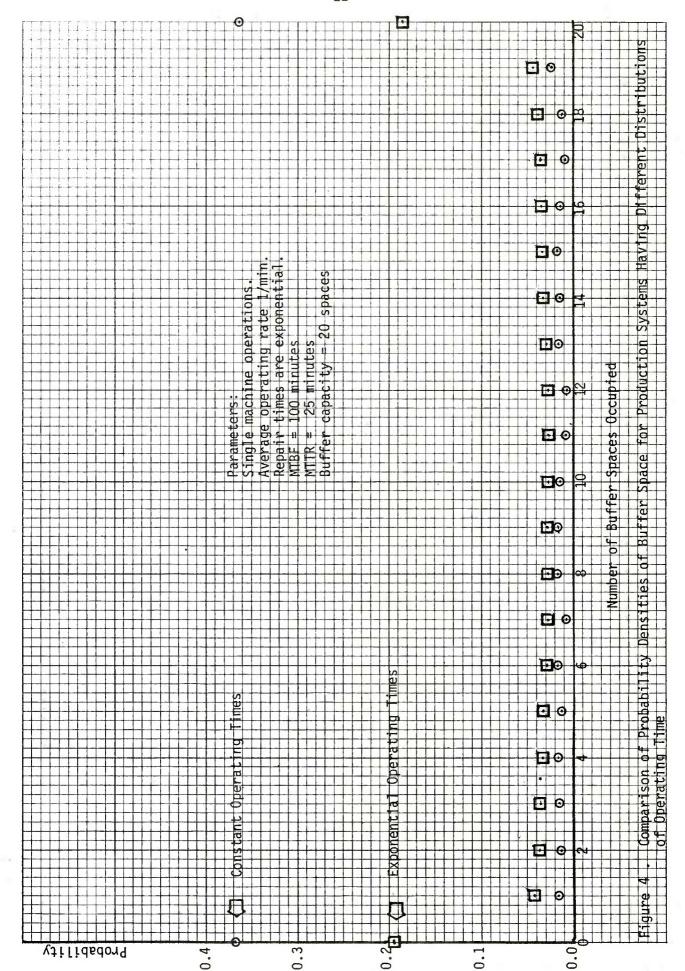
Tabulated productivity is the ratio of expected production to the maximum production from a perfect system operating at the same machine rate.

Buffer	Simulated Operating Times		
Capacity	Constant	Exponential	
3	0.674	0.599	
5	0.679	0.630	
10	0.690	0.640	
20	0.709	0.684	
40	0.724	0.713	

#### \* Parameters:

Single machine operations. Average operating rate 1/min. Repair times are exponential.

MTBF = 100 minutes MTTR = 25 minutes



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TABLE 6

### CALCULATED PRODUCTIVITY OF A SIMPLE PRODUCTION SYSTEM\* AS A FUNCTION OF SEVERAL VARIABLES

The tabulated productivity is the ratio of average production achieved to the maximum steady-state production from a perfect system operating at the same machine rate.

Buffer	MTTR	Machine Rate (parts/min)
Capacity	(minutes)	1 2
10	12.5	0.770 0.761
	25.0	0.650 0.642
20	12.5	0.805 0.792
	25.0	0.680 0.666
40	12.5	0.835 0.819
	25.0	0.710 0.690

<sup>\*</sup> System parameters:

Two single-machine operations in tandem.

Capacity of intermediate buffer is a parameter.

Common machine rate is a parameter.

Common MTTR is a parameter. Exponential operation (service) times.

Exponential repair times.

Common MTBF = 100 minutes.

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25. The system model of GS.BUF assumes single-machine operations. However, multi-machine operations can be approximated by this model by scaling the machine rate to Nr. where N is the number of machines in the operation, each having rate r. This approximation exploits a theorem of random processes on the pooling of many component processes. Cox\* states that when many independent process events are pooled, the pooled process is approximately Poisson, i.e., the time between events is approximately exponential. This is true irrespective of the distributions of the component processes. In application to multi-machine operations, each machine's output gets pooled for that operation. Thus, the times between unit production events are approximately exponential random variables when the number of machines is large. Surprisingly, the number working in parallel at an operation does not need to be more than about 4 to yield a good approximation of the probability density function (p.d.f.) for buffer occupancy. This point is illustrated by the results in Table 7. Two multi-machine cases were simulated: 4 machines per operation working at machine rate 1/4 parts per minute and 5 machines working in parallel at machine rate 1/5 parts per minute. For comparison is shown the p.d.f. of buffer occupancy calculated with GS.BUF having a machine rate of 1 part per minute. One observes that the p.d.f.'s in these instances are nearly the same. Agreement between calculated and simulated productivities is not as good, however. The simulated productivities for the two examples are both 0.87 whereas the calculated productivity is 0.81.

### 26. Conclusions Regarding GS.BUF

Specific conclusions for the method of GS.BUF are summarized here.

(a) When a simple production system satisfies the assumption of exponentially distributed service times, the results of GS.BUF are exact. This point has been verified with simulation. (b) With stochastic steady state, the probability density function (p.d.f.) of buffer occupancy is U-shaped. For operations having a common set of operating characteristics, the above p.d.f. is symmetric with respect to 0.5 buffer capacity spaces. A prominent positive jump in the p.d.f. is observed at the first and last states. For a given buffer capacity the jump is more pronounced when the operating times are constant than when they are both exponential. This implies that relatively more time is spent at extreme states when the operating times are constant than when they are random. Nevertheless, the productivity of a system with constant operating rate is greater than that of a system with a random rate of the same mean value, other things being the same.

<sup>\*</sup> Page 77 ff. Cox, D.R. <u>Renewal Theory</u>, London, distributed by Barnes and Noble, c. 1962.

TABLE 7

## COMPARISON OF AN ANALYTIC APPROXIMATION\* WITH SIMULATED PROBABILITY DISTRIBUTIONS OF BUFFER OCCUPANCY FOR SYSTEMS HAVING MULTIPLE MACHINES PER OPERATION

\* Parameters of the Analytic Model:
Two single-machine operations in tandem.
Operation times are exponential.
Repair times are exponential.
MTBF for each machine = 100 minutes.
MTTR for each machine = 12.5 minutes.
Average operating rate = 1 part/min.
Buffer capacity = 20 spaces.

Buffer	Calc.	Simulated	pdf with
State	pdf	4 mach at rate 1/4	5 mach at rate 1/5
0	0.141	0.131	0.135
1	0.044	0.037	0.042
2	0.042	0.035	0.043
3	0.040	0.036	0.044
4	0.038	0.037	0.043
5	0.037	0.037	0.041
6	0.036	0.041	0.036
7 .	0.036	0.042	0.036
8	0.035	0.041	0.038
9	0.035	0.041	0.036
10	0.035	0.039	0.033
11	0.035	0.035	0.034
12	0.035	0.039	0.034
13	0.036	0.040	0.035
14	0.036	0.040	0.037
15	0.037	0.040	0.039
16	0.038	0.037	0.037
17	0.040	0.035	0.036
18	0.042	0.037	0.040
19	0.044	0.037	0.043
20	0.141	0.143	0.138

<sup>+</sup> Simulated machine operating rates are constants. The MTBF and MTTR parameters of the simulation are as given above.

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(c) A sensitivity analysis of system parameters was performed using GS.BUF. All the following are shown to be important: Machine operating rate (or service time), repair time, and buffer capacity. (d) If the buffer capacity remains constant and the machine rate is doubled, a productivity decrease is experienced -- even tho the production rate of the new configuration is greater. This loss of productivity is more pronounced for a system with a large buffer than with a system whose buffer is inadequate. (e) Doubling the production rate and concurrently doubling buffer capacity increases the system productivity. Thus, the buffer size need not be doubled to preserve productivity if the operating rate is doubled. (f) At any reasonable buffer size, halving the MTTR produces a greater improvement in productivity than that achieved by doubling buffer capacity. (g) For systems having constant machine operating rates, GS.BUF can be used to approximate the system, only if many machines are working in parallel at each operation. The probability distribution of buffer state occupancy is approximately correct in this case. If only one fixed-rate machine exists per operation, it is recommended that stochastic simulation be used to estimate the system productivity.

### 27. Derivation of Equations for BUF.CAP

To motivate subsequent discussion, consider the state dynamics of a one-machine system. This system is regarded as operating independently of other buffers and production operations. In this case there are only two states --down (0) and up (1). Markov transitions from down to up occur at the birth rate  $\lambda$ , and transitions from up to down occur at the death rate  $\mu$ . Thus, the equations for the probabilities of state occupancy are

$$\dot{p}_0(t) = -\lambda p_0 + \mu p_1 \tag{25a}$$

$$\dot{p}_1(t) = \lambda p_0 - \mu p_1 . \tag{25b}$$

These equations can be solved directly or by using Laplace transforms and inverting.

$$p_0(t) = p_0(0)e^{-(\lambda+\mu)t} + \frac{\mu}{\lambda+\mu} (1-e^{-(\lambda+\mu)t})$$
 (26a)

$$p_1(t) = \frac{\lambda}{\lambda + \mu} (1 - e^{-(\lambda + \mu)t}) + p_1(0)e^{-(\lambda + \mu)t}$$
 (26b)

Note that the steady-state availability,

$$p_1(\infty)$$
, or 
$$A = \frac{\lambda}{\lambda + u} . \tag{27}$$

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Using the definitions of  $\lambda$  and  $\mu$ , equations (1, 2),

$$A = \frac{MTBF}{MTBF+MTTR} . (28)$$

The (mathematically) expected production from this operation over the time interval (0, t) is given by

$$c(t) = r \int_0^t p_1(x) dx , \qquad (29)$$

where r is the machine operating rate.

From (26b) and (29),

$$\frac{c(t)}{r} = \frac{\lambda}{\lambda + \mu} t + \frac{\lambda}{(\lambda + \mu)^2} e^{-(\lambda + \mu)t}$$

$$-\frac{\lambda}{(\lambda+\mu)^2} + \frac{p_1(0)}{\lambda+\mu} (1-e^{-(\lambda+\mu)t}) . \tag{30}$$

28. Consider two single-machine operations in series with a common set of operational parameters. When first observed, let the first operation be in state 1 and the second operation be in state 2. Call this initial condition IC1. Stated mathematically, let

$$p_1(0) = 1$$
 for operation 1

and

$$p_1(0) = 0$$
 for operation 2.

Then, the difference in expected production of these operations as t becomes large can be obtained from (30) as E[production difference, given IC1] =  $r/(\lambda + \mu)$ . (Notationally, E is the expected value operator.) If IC1 obtains, one expects to add the above production quantity to the contents of a buffer between the operations, given the assumed freedom from buffer constraints. Clearly, if the initial operation states had been the 1's complements of the above (IC2), a quantity of production would have been removed from the buffer equal to (31). This again assumes that at least that much was present initially. The IC's considered are the extreme conditions for this example. Therefore, at reasonably low risk of buffer inadequacy one might suggest using the range of E[production difference] over extreme IC's for sizing the buffer. In this case

(31)

E[production difference, IC1]-E[production difference, IC2]

$$= 2r/(\lambda + \mu) . \tag{32}$$

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However, this approach would ignore some obvious facts. First, we are dealing with conditional expected values. Thus, variation from these averages must occur. Secondly, we ignore the fact that the occupancy of the buffer at the commencement of delivery of additional product under IC1 may exceed  $r/(\lambda + \mu)$ . To reduce the risk associated with these contingencies, one can identify the variation in expected buffer state change. Specifically, one can calculate the standard deviation (SD) of this random variable. Then, some number of SD's can be added to the range in (32) to produce a buffer capacity requirement. I have somewhat arbitrarily chosen 4 SD's as a reasonably cautious number. The probability distribution of expected production difference is calculated by enumerating all possible IC's. In this example there are four -- (0, 0), (0, 1), (1, 0), and (1, 1). The probability that the system of two operations exists in one of these states is simply the product of the probability that operation 1 is in its given state and the probability that operation 2 is in its state. The probability that a one-machine operation is up (1) is A, and down (0) is (1-A). In general, in a N-machine operation

P{k machines are operating}

$$= {\binom{N}{k}} A^{k} (1-A)^{N-k} . (33)$$

29. Clearly, the expected production difference between operations started in the same state is zero. Hence, in this example the (0, 0) and (1, 1) IC's yield E[production difference] = 0. Thus, the probability density of the E[production difference] for this example is the following:  $-r/(\lambda + \mu)$  with probability A(1-A), 0 with probability  $A^2+(1-A)^2$ , and  $r/(\lambda + \mu)$  with probability A(1-A). Since the mean value of this variable is zero, the variance is given as

$$[2r^2/(\lambda+\mu)^2]A(1-A)$$
 (34)

or, from (27), the variance of E[production difference] is

$$\frac{2r^2\lambda\mu}{(\lambda+\mu)^4},$$
 (35)

and the SD is

$$\frac{(2\lambda\mu)^{1/2}r}{(\lambda+\mu)^2} \quad . \tag{36}$$

As a specific numerical example, let r=1 part per minute, MTBF = 100 minutes. MTTR = 25 minutes. Then, from (32), the expected range in production differences is 40 parts and, from (36), the standard deviation 11.3 parts.

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This yields a required capacity of 85 spaces. To examine the marginal advantage in productivity for this buffer size, I ran GS.BUF at a buffer capacity of 85 and, again at 80. The productivities in these instances are 0.7426 and 0.7402, respectively. This implies a productivity change of about 0.04% per percent change in buffer capacity.

### 30. A Two-Machine Operation

As in the above example, it is not difficult to obtain an analytic solution to the time-dependent Markov model of a 2-machine production system. With two machines the system states are 0, 1, and 2. However, since

$$p_0(t) = 1 - p_1(t) - p_2(t)$$
, (37)

only two equations are required to describe the system. Dropping the notation for explicit time dependence,

$$\dot{p}_1 = 2\lambda(1-p_1-p_2) - (\lambda+\mu)p_1 + 2\mu p_2 \tag{38a}$$

$$\dot{p}_2 = \lambda p_1 - 2\mu p_2$$
 (38b)

After some manipulation of these equations and using Laplace transforms, one obtains

$$p_1(t) = \frac{2\lambda\mu}{(\lambda+\mu)^2} + Ae^{-(\lambda+\mu)t} + Be^{-2(\lambda+\mu)t}$$
, (39a)

with

$$A = \frac{a_0 - a_1(\lambda + \mu)}{\lambda + \mu} - \frac{4\lambda \mu}{(\lambda + \mu)^2}$$
(39b)

$$B = -\frac{a_0^{-2a_1(\lambda+\mu)}}{\lambda+\mu} + \frac{2\lambda\mu}{(\lambda+\mu)^2}$$
(39c)

$$a_0 = \dot{p}_1(0) + 3(\lambda + \mu)p_1(0)$$

or

$$a_0 = 2\lambda p_0(0) + 2(\lambda + \mu)p_1(0) + 2\mu p_2(0)$$
 (39d)

$$a_1 = p_1(0)$$
 . (39e)

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$$p_2(t) = p_2(0)e^{-2\mu t} + \frac{\lambda^2}{(\lambda + \mu)^2} - \frac{\lambda^2}{(\lambda + \mu)^2}e^{-2\mu t} +$$

$$\frac{A}{\lambda - \mu} \left( e^{-2\mu t} - e^{-(\lambda + \mu)t} \right) + \frac{B}{2} \left( e^{-2\mu t} - e^{-2(\lambda + \mu)t} \right) . \tag{40}$$

Steady-state results are obtained from (37), (39), and (40) by allowing t to approach  $\infty$ .

$$p_0(\infty) = \frac{\mu^2}{(\lambda + \mu)^2}$$
 (41a)

$$p_1(\infty) = \frac{2\lambda\mu}{(\lambda+\mu)^2}$$
 (41b)

$$p_2(\infty) = \frac{\lambda^2}{(\lambda + \mu)^2} . \tag{41c}$$

The expected number of machines operating in steady-state in this case is

E[number operating] = 
$$p_1(\infty) + 2p_2(\infty)$$
, (42a)

$$= 2\lambda/(\lambda+\mu) \quad . \tag{42b}$$

Since the number of machines, N, is 2 in this example, as anticipated,

The expected number of machines operating equals the max number times the intrinsic availability only if the system is well maintained. In writing the system equations (38a and b), it is assumed that if N machines are down for repair, N repairmen are working. Thus, the transition rate from the 0 state to the 1 state is given as N $\lambda$ . If there were only M repairmen available for machine repairs, where M<N, the largest transition rate from a lower to a higher state would be M $\lambda$ . In the latter case, the system state probabilities would depend upon both the number of machines per operation and the number of repairmen. To avoid this complication, it is assumed that the system is well maintained. This assumption is not as restrictive as it may seem. Approximately correct results are obtained for far weaker conditions, as will be shown later.

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## 31. An N-Machine Operation

The state transition diagram for the general case is shown in Figure 5. Note that the transition from the j th to the j+1 st states occurs at the rate N-j (machines down) times  $\lambda$ . The downward transition from the k th to the k-1 st state occurs at the rate k (more to fail) times the unit death rate  $\mu$ . As was done for the previous Markov models, the Kolmogorov equations for this model can be written by inspection from the state transition diagram. Since this process is quite straightforward, it is not repeated here. The general result, with the deletion of the zero (or null) state is the familiar form

$$\underline{\dot{p}}(t) = A\underline{p}(t) + \underline{c} , \qquad (44)$$

with  $\underline{c}' = [N\lambda, 0, 0, ..., 0]$ ,

where  $\underline{p}$  and  $\underline{c}$  are (Nx1) and where A is (NxN).

32. The solution procedure employs numerical integration using the rectangle rule with time step h:

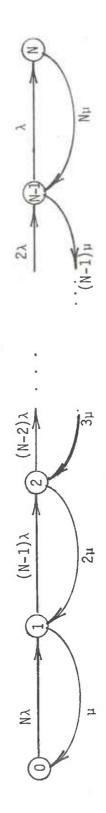
$$\underline{p}(t+h) = \underline{p}(t) + h\underline{\dot{p}}(t) , \qquad (45)$$

with  $\dot{p}(t)$  given by (44). For a small time step (h), this procedure was found to be slightly faster (and easier) to implement than to use a double step (2h) with Euler's rule with a predictor and a corrector. A time step h of 0.1 minute is used in BUF.CAP. Notationally, let the conditional expected value of the output from an operation at time t (from the IC) be denoted  $\overline{x}(t)$ . By definition,

$$\overline{x}(t) = \int_{0k=1}^{t} kp_k(t)dt , \qquad (45)$$

where r is the unit machine rate for this operation. The integrand in (45) is the average rate of production -- dx/dt -- from this machine operation. This derivative is saved at time intervals of  $\Delta$  for optional printing. Call the numerical approximation  $\dot{x}(i\Delta)$ , with integer i. In performing the numerical integration to calculate x(t), it is unnecessary to use a step as small as h. To yield about the same relative precision as obtained in calculating p(t), one can use a step  $\Delta$  -- called DELTAT in BUF.CAP -- of 0.5 minute with Euler's rule:

$$\overline{x}(t+\Delta) \stackrel{\circ}{=} 0.5\Delta[\overline{x}(t+\Delta) + \overline{x}(t)] . \tag{46}$$



State Transition Diagram for a Well Maintained N-Machine Operation Figure, 5.

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Denote by  $\overline{x}_{ij}$  the conditional expected output of operation i with initial condition (IC) j. Then, the difference in expected production values is calculated at time  $t_{max}$ :

$$\overline{\Delta x_{j}} = \overline{x_{1j}}(t_{\text{max}}) - \overline{x_{2j}}(t_{\text{max}}) . \tag{47}$$

This difference is essentially constant beyond  $t_{max} = 2max$  (MTTR<sub>1</sub>, MTTR<sub>2</sub>). These expected production differences are treated in BUF.CAP in the manner described for the single-machine case (pgf. 28 ff). The probability distribution of  $\Delta X_1^4$  is displayed in order to facilitate the choice of buffer capacity on the basis of risk that a particular value is inadequate.

### 33. Sample Output from BUF.CAP

A sample run using the program BUF.CAP is shown in Table 8. The program input values are repeated at the top of the page. The output represents an abbreviated form of the available outputs. If the user chooses to display the trajectories of the conditional state probability vectors and cumulative production he may.

Stochastic simulation is used in the process of examining the advantage of increasing the buffer capacity beyond that required by BUF.CAP. Examples of the c.d.f.'s of buffer occupancy for several two-operation systems are shown in Figures 6 and 7. The max operation rate of both operations in each system is the same. In all cases shown here the machine service (or operation) time is constant. The probability distributions of buffer occupancy for two balanced systems are compared in Figure 6. One can observe that increasing the buffer capacity from 40 to 100 spaces, for the parameters shown, has the effect of significantly reducing the risk of encountering a full buffer. But, the probability of an empty buffer is nearly the same in both instances. Several comparisons are made in Figure 7. In these comparisons the buffer capacity is fixed at 40 spaces, and the operational rate is a constant 1 part/ minute. An effect on the c.d.f. of buffer occupancy occurs when the number of machines per operation increases. The effect of this increase is to reduce the probabilities associated with the extreme states of the buffer. This phenomenon is also shown in the output of BUF.CAP. Another observation of interest can be drawn from Figure 7. Thruout this study all analyses have been conducted assuming a well maintained system. As indicated, this implies at least as many repairmen as machines. For comparison, one simulation run was made with a system of 6 machines -- 4, in operation 1 and 2, in operation 2-and with only one repairman. The c.d.f. of buffer occupancy for this case is shown in Figure 7. A rather small difference exists between the c.d.f. for this case and the c.d.f. for a comparable, well-maintained system. The reason

TABLE 8

SAMPLE CUTPUT FROM PROGRAM BUF.CAP WITH TERMINAL DIALOG DELETED

MACHINE INPUT DATA FOR BUFFER CAPACITY CALCULATION OPERATION 1 OPERATION 2

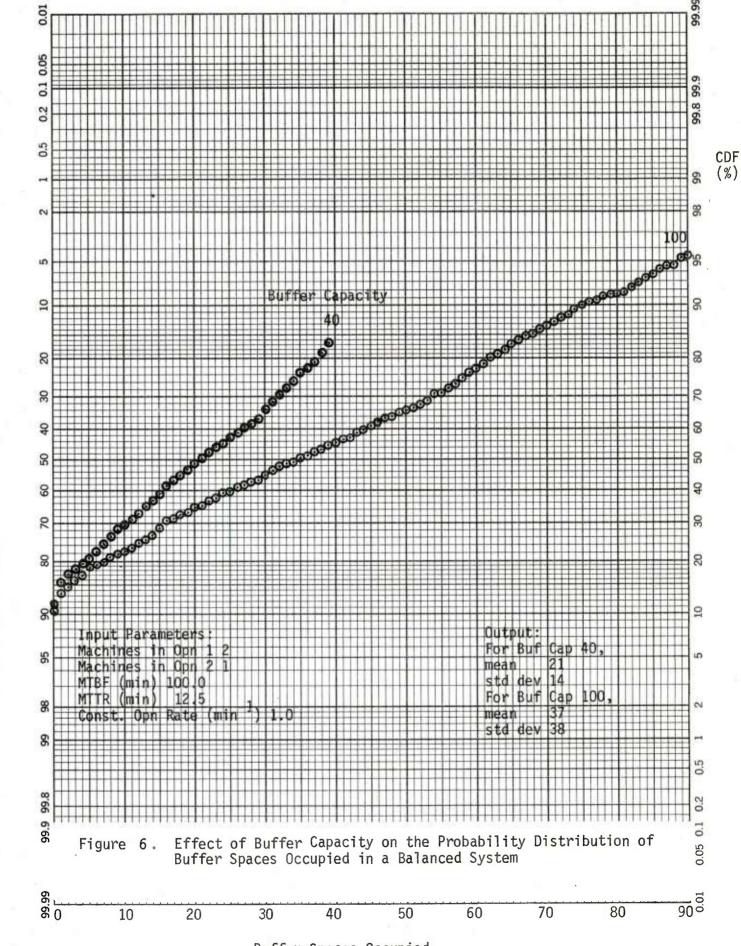
NO MACHINES 4 MACH RATE 0.25 MIBF 100.00 MITR 12.50 AVAILABILITY 88.89	0 • 25 1 00 • 0 0 12 • 5 0 88 • 89	PARTS/MIN MINUTES MINUTES PERCENT
DEDATE TIME TATAUTES EN A	x5577777	TED STAT CONFIDENCE 0.982

EXPECTED BUFFER REQUIREMENTS ORDERED OVER ALL SYSTEM STATES BASED ON A REPAIR TIME LAG OF 50.0 MINUTES

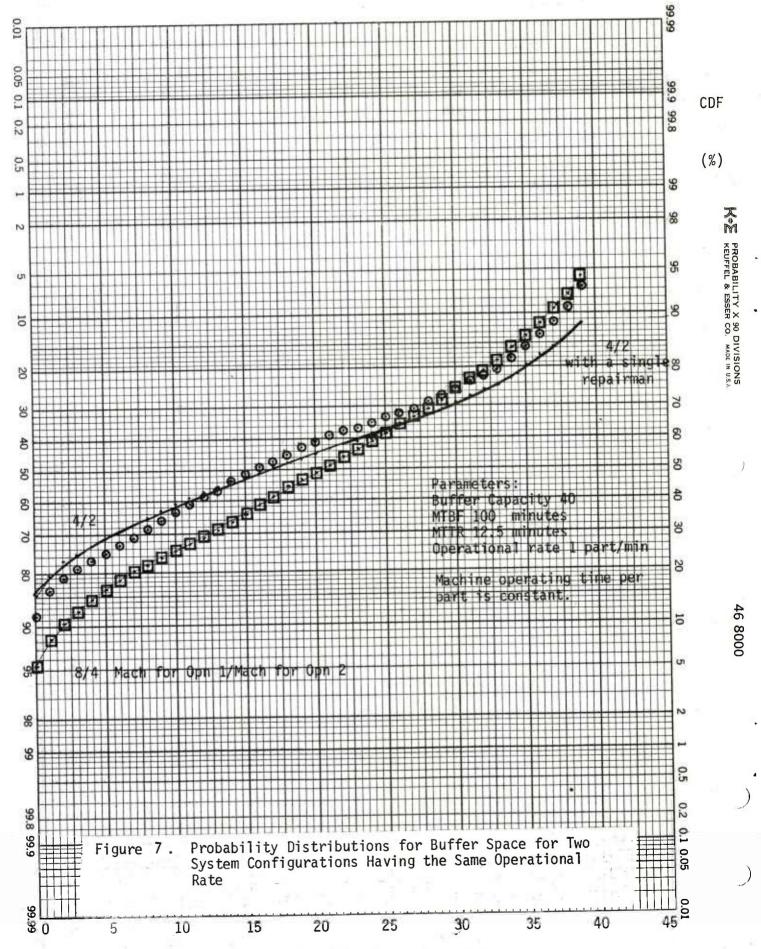
ORDER	BUFFER	DIFFER	PROB	COME	OPN I	OPN 2	THE THE REST CO.
INDEX	SPACES	SPACES	DENS	PROB	STATE	STATE	
123456789011234567890122345	-1088.5555777700000077775555229 -225555777700000022225555880	0.775552222999999777774444119 10000000000000000000000000000000	0.000000000000000000000000000000000000	011 00003322 000033973 000033973 0000039913 000000000000000000000000000	0100213012103243214342344	4432434123103242103120010	

AVERAGE BUFFER CHANGE \_\_\_\_ -0.00 2.43

REQUIRED BUFFER CAPACITY = 32



PROBABILITY X 90 DIVISIONS KEUFFEL & ESSER CO. MADE IN U.S.A.



Number of Buffer Spaces Occupied

DRSMC-SAS (R)

SUBJECT: Methods for Choosing Buffer Size in Tandem Production Operations

for the slight effect of additional repairmen here is that for this system the probability that other than one repairman is needed is only about 12%. Thus, the assumption of the analysis that the system is well maintained, may not be as restrictive as it first seems.

## 35. <u>Conclusions Regarding BUF.CAP</u>

(a) The risk of exceeding the buffer capacity requirement calculated by BUF.CAP is generally quite small -- typically less than 10%. Further, the marginal productivity change, evaluated at the required capacity, is nearly a constant 0.04% per % change in buffer capacity. (b) For a large -- say, >80 spaces -- buffer, BUF.CAP executes faster than GS.BUF. This may be a consideration for execution on small computers. Actually, the execution time of BUF.CAP depends on the number of machines at each operation, not on the required buffer capacity as such. (c) Unless the number of repairmen is at least equal to the total number of machines, there is a finite probability that machines must queue for repairs. If this happens, machine availability is not equal to intrinsic availability (A) and the expected number of machines is not equal to N A. However, this situation is not as restrictive as it may seem. Both simulation and BUF.CAP show that the probability of exceeding a given buffer size decreases as the number of machines in each operation increases, at constant thruput. Under certain conditions the probability distribution of buffer occupancy is nearly unchanged by an increase in the number of repairmen. This occurs at a value of number of repairmen M such that prob (busy repairmen <=M)>0.9, approximately.

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#### **ANNEXES**

#### COMPUTER SOURCE PROGRAMS

The program listings in these annexes are written in SIMSCRIPT 2.5. They do <u>not</u> employ any features unique to the PRIME 550 minicomputer on which they were run. Cross-reference lists are included with the program statements to facilitate the identification of variable type and locations within the program. Since SIMSCRIPT is a language very English-like, programs can be followed easily without a flow chart. Therefore, no such diagrams are included. However, the major program blocks are announced via comments, which are distinguished from executable code by stating with double quote marks.

Potential users of these programs who do not have SIMSCRIPT compilers but do have FORTRAN compilers are assured that conversion to FORTRAN is straightforward. The code in FORTRAN is not much longer than that in SIMSCRIPT. If a FORTRAN version is implemented on a 32 bit (or less) machine, it is recommended that double-precision arithmetic be used. This is necessary to avoid truncation error when inverting large matrices.

Both main programs were designed for running interactively. Inputs are assigned following prompting messages sent to the terminal.

#### ANNEX 1

#### PROGRAM GS.BUF

A sketch of the method used to calculate the stochastic steady state of a simple production system is provided in the body of this memorandum under "Methodology Overview." Detailed system equations are derived in the section "Derivation of Equations for GS.BUF."

Input data is provided from the terminal in response to prompting messages such as "Input the operating rate for the 1st operation in parts per minute." Output is sent directly to the terminal for display. Since this output is often lengthy, it is recommended that a COMO file be established to display or print it.

```
INDEX REFERS
BUFFER;
                  MAIN **FOR GS.BUF
DEFINE BUF.CAP. I. J. K. L. M. N. NS AS INTEGER VARIABLES
DEFINE **STATE DESCRIPTION ARRAY** SDA AS AN INTEGER, 2-DIMENSIONAL ARRAY
                                                                                                                                                                                                                                                                                                                                                                                                                                                                     PER MINUTE
                                                          **FIRST INDEX OF SDA REFERS TO THE STATE NUMBER AND THE SECOND
**TO THE SYSTEM ELEMENT NUMBER--1, FOR OPERATION 1; .2, FOR THE
**AND 3, FOR OPERATION 2.
                                                                                                                DEFINE BY: PY: AND BUF.STATE AS REAL, 1-DIMENSIONAL ARRAYS DEFINE AM: BM: AND AMINY AS REAL; 2-DIMENSIONAL ARRAYS
                                                                                                                                                                                                                                                                                                                                                                                                                     PARTS PER
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MBER OF SYSTEM STATES
TRANSITION MATRIX
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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              MINUTES
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          IN MINUTES
                                                                                                                                                                          PRINT 1 LINE THUS
HE INTEGER BUFFER CAPACITY.
READ BUF-CAP
IF BUF-CAP
IF BUF-CAP
IRROR. BUFFER CAPACITY IS TOO SMALL.
                                                                                                                                                    CAPACITY FROM THE TERMINAL.
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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           MU1=1.0/MTBF1
MU2=1.0/MTHF2
                                                                                                                                                                                                                                                                                                                                                                                                             PRINT 1 LINE
HE OPERATING
READ RATE1
                                                                                                                                                                                                                                                               OTHERWISE
                                                                                                                                                     *GET BUFFER
                                                                                                                                                                                                                                         ERROR.
                                                                                                                                                                                                                                                                                                               ESSERVE
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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          INPUT
                                                                                                                                                                                           NPUT
Options
```

Page

```
5.0 LET LA1=1.0/MTTR2
5.5 LET S2=1.0
5.5 LET S2=1.0
5.5 LET S2=1.0
5.5 LET S2=1.0
6.5 LET S2=1.0
6.0 LOOP LOOP LOOP
6.0 LET SDA (1.4) = 0
6.0 LET SDA (1.5) = 1
6.0 LET SDA (1.5) = 1
6.0 LET SDA (2.1) = 2
6.1 LET SDA (2.1) = 2
6.2 LET SDA (4.2) = 1
6.3 LET SDA (4.2) = 1
6.4 LET SDA (4.2) = 1
6.5 LET SDA (6.2) = 2
6.5 LET SDA (10.4) = 2
6.
```

		**	**	* * *	***	2
		AVATE	MIN)	CMIN)	(PARTS/MIN)	OPERATION- NUMBER
3				ACES	CAPACITY * SF	BUFFER
ITBF2.MTTR2.	AVAIL1•RATE2•M	ITBF1,MTTR1, ER MODEL	CAP,RATE1,M	WITH BUF.	IIS SAIP 2 LINES 117 PRINT 12 LINES WITH BUF.CAP,RATE1,MTBF1,MTTR1,AVAIL1,RATE2,MTBF2,MTTR2, 118 AVAIL2 THUS PARAMETER VALUES FOR THE STEADY-STATE BUFFER MODEL	117 118 PARAME
	3			LUES.	CHO PARAMETER VA	114 ° ° E
		₹1	MITRI) MITR2)	1/(MTBF1+ 2/(MTBF2+	LET AVAILIEMTER	
				=0 UF.CAP	LET SDA(NS-1,3) LET SDA(NS,1)=1 LET SDA(NS,2)=E	107 108 109
Systems, Rele	I.5 for PRIME	SIMSCRIPT I	CACI DEXPLIST TR	HK . XREF . N	MAIN ROUTINE Options = SEGUENCE.ID.SUBCHK.XREF.NOEXPLIST.TRACE3	MAIN KUUII Options =

\* FILL ELEMENTS OF THE STATE TRANSITION MATRIX. (1+1)=-LA1 (1-2)=MU1 (1-4)=R2 (2-5)=-(RU1+R1) (2-6)=-(RU1+R1) (3-5)=-(LA1+LA2) (3-5)=-(LA1+LA2) (3-5)=-(LA1+LA2) (3-6)=-(LA1+LA2) (4-6)=-(LA1+LA2) (4-6)=-(LA1+LA2) (4-6)=-(LA1+LA2) (4-6)=-(LA1+LA2) (4-6)=-(LA1+LA2) (4-6)=-(LA1+LA2) (4-6)=-(LA1+LA2) (4-6)=-(LA2+LA1+R1) (5-6)=-(MU1+LA2+R2) (6-6)=-(MU1+R1) (6-6)=-(MU1+R1) FOR I=1 TO N, LET BV(I)=0.0 \*FILL RIGHT HAND VECTOR. LOOP FOR

Ŋ

```
.. FOR ROWS BM (*.1) NE 0.0 PERFORM ROW SUM OPERATIONS.
                                                                                                                                                                                                                                                                                                                                                                                                                                                       11
                                                                                                                                                                                                                                                                                                                                                                                                                                            JAND SUM THUS
STATE TRANSITION MATRIX
                                                                                                                                                                                                                                                                                                                                                                                    B(***) ARE ZERO.
                                                                                                                                                                                                                                                                                       T BM (NS-2*NS-3)=LA2

BM (NS-2*NS-2)=-(MU1+MU2+S1*R1+S2*R2)

T BM (NS-1*NS-3)=R2

T BM (NS-1+NS-3)=R1

T BM (NS-1+NS-1)=-LA2

T BM (NS-11+NS-1)=-LA2

T BM (NS-NS-2)=S1*R1

T BM (NS+NS-1)=LA2

T BM (NS+NS-1)=LA2

T BM (NS+NS-1)=LA2
                                                                                                                                                                                                                                                                                                                                                                                                                                                                          WITH K. BM(K.J) THUS
                                                                                                                                                                                                                                                                                                                                                                                                                             NUS OT (C.
                                                                                                                                                                                                   18-5)=LA2
18-4)=-(LA1+MU2+R2)
18-2)=MU1
18-7)=R1
                                                                                                                                                                                                                                            S-5)=LA1
S-3)=-(LA2+MU1+R1)
S-2)=MU2
S-6)=S1*R1
                                                                                                                                                  (I+) = BM(I-4, J-4)
COLUMNS (J)
                                                                                                                                                                                                                                                                                                                                                                                 **CHECK THAT ALL COLUMN SUMS OF
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  LOOP **OVER K
STOP
OTHERWISE
> **OVER COLUMNS OF BM(***)
                        8, T) = LAZ
8, 8) = - (LA1+MU2+R2)
8, 10) = MU1
8, 12) = R2
•7)=-(LA1+LA2)
•8)=MU2
•9)=MU1
                                                                                                                                                                                                                                                                                                                                                                                                             TO N+1 DO SUM = 0 .0
                                                                                                                                                                                    OVER C
                                                                                                                                                                                                                                                                                                                                                                                                               TOT I
                                                                                                                                                                                                                                                                                                                                                                                                                                                              SUM
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                LOUP
                                                                                                                                                                                               LOOP
                                                                                                                                                                                                                                                                                                                                                                                                               FOR
                                                                                                                                                           FOR
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    195
195
194
198
199
200
```

```
CALL MAT. VEC.MPY (AMINV(***), BV(*), N) YIELDING PV(*)
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       (J-1)*4+1) TO BUF.STATE(J)
K) SUBSTATES
TATES OF THE BUFFER
PV(K+4*(M-1)+1) TO BUF.STATE(M)
                                                                                                                                                                                                                                                                       CALL MAT.INVERSE (AM(***).N) YIELDING AMINV(***)
RESERVE PV(*) AS N
        FOR I=2 TO N+1 DO

IF BM(I+1) NE 0.0
LET CON=BM(I+1)
FOR J=1 TO N+1, SUBTRACT CON FROM BM(I+J)
SUBTRACT CON FROM BV(I-1)
LOOP **OVER ROWS OF BM(***)
                                                                                                                                                                                                                                                                                                            *CALCULATE THE PROBABILITY STATE VECTOR PV(*).
                                                                                                                                                                                                                                                                                                                                                             . CALCULATE THE PROBABILITY OF THE NULL STATE.
                                                                                                                 SUMMATRIX OF BM(+++) INTO AM(+++).
                                                                                                                                                                                                                                                                                                                                                                                        LET P.NULL=1.0
FOR 1=1 TO N. SUBTRACT PV(I) FROM P.NULL
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          • LET BUF.STATE(K)=0.0
0 BUF.STATE(1)
• AUD FV(K) TO BUF.STATE(1)
                                                                                                                                                                                                                                              "CALCULATE THE MATRIX INVERSE OF AM(+,+).
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         T=PV(1)+P.NULL
T=PV(NS-1)+PV(NS-2)
=P.OPN1-WAIT+P.OPN2-WAIT
                                                                                                                                                                                                                                                                                                                                                                                                                                                    . GET BUFFER STATE PROBABILITIES.
                                                                                                                                                                                                                       2
                                                                                                                                          I=1 TO N UO
FOR J=1 TO N DO
LET AM(I+J)=BM(I+1+J+1)
LOOP **OVER J
                                                                                                                                                                                                                                                                                                                                                                                                                            CHECK FOR VALID PROBABILITY.
                                                                                                                                                                                          RELEASE BM(***)
RESERVE AMINV(***) AS N
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        OTHERWISE
                                                                                                               . COPY THE
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  SKILLIE
XIIIIX
                                                                                                                                          FOR I=1
FOR
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          LOUP
```

```
MAIN ROUTINE
Options = SEQUENCE.10, SUBCHK, XREF, NO EXPLIST. TRACE3
```

ADD PV(2\*K) TO P.OPN2.DN LOOP \*\*TO GET PROB THAT 2 ND OPERATION IS BEING REPAIRED LET P.NO.OP=P.OPN2.DN+P.OPN2.WAIT 

	274 LOOP **OVER I 275 PRINT 9 LINES THUS	ODP **OVER I PRINT 9 LINES THUS	274
		******* * * * * * * * * * * * * * * *	C/7*
THUS	, SDA(I+1,1), SDA(I+1,2), SDA(I+1,3)	OR I=1 TO N DO PRINT 1 + 1 + PV(I)	272
		* * * * ***	
	ATT-TT- SDATI-27 SDATI-37 THUS	PRINT-I-LINE DITH-P-NULL   SI	112
		NUMBE PROB OPNI BUF OPNZ	NUMBR
		TATE STATE DESCRIPTION	7 7 7

BUFFER STEADY-STATE OCCUPANCY PROBABILITIES

-276 FOR 1=1 TO M DG	8-	BUFFER			
** ***** 279 LOOP **OVER BUFFER STATES 289 PRINT 5 LINES WITH P.OPNI.WAIT, P.OPNZ.WAIT, P.SYS.WAIT		277	1		
		** 279 280	****** .00P **OVER BUFFER STATES .PRINT 5 LINES WITH P.OPN1.WAIT, P.OPN2.WAIT, P.SYS	S-WAIT	THUS

PERATION 1 MUST WAIT WITH BUFFER FULL \*\*\*\*\*\*

N OPN IS NOT OPERATING DUE TO BUFFER EMPTY \*\*\*\*\*

LET PRODUCTIVITY=1.0-P.NO.0P

LET PRODUCTIVITY=1.0-P.NO.0P

LET PRODUCTIVITY=1.0-P.NO.0P

LET PRODUCTIVITY

LET PRODUCTIVITY

LET PRODUCTIVITY

LET PRODUCTIVITY

LET PRODUCTIVITY

ESYSTEM HAS NO OUTPUT RATE

CTIVITY PROB THAT OPERATION 1 MUST WAI PROB THAT OPERATION 2 MUST WAI 281 LET PRODUCTIVITY=1.

Z81 LET PRODUCTIVITY=1.

Z82 LET FRODUCTIVITY=1.

PROB THAT OPERATION 2 IS DOWN SYSTEM PRODUCTIVITY

SYSTEM PRODUCTIVITY

Z85 STOP 4 LINES

Z86 END \*\*MAIN FOR SS.BUF

ON CAPACITY TPARTS/HINUTEY ...

A

Systems, Release 2.1 27 JUL 1983 15:46:14 MAIN ROUTINE Options = SEQUENCE, ID, SUBCHK, XREF, NO EXPLIST, TRACE3

84\* 91 257\* 168\* 211\* 276\* 170 \* 148 155 150 156 196 233 94 169\* 219\* 1117 128 210 273 2574 80 A 144 152 194 53 ď. 1132 11564 11664 11788 11788 100 109 251\* 126\* 209 272\* 128 211\* 82 89 253 1182 1183 1220 1220 1220 254 233 Page 122\* 208\* 238\* 81\* 251\* 212\* 127\* REFERENCE 228 137 177 145 186 249 77778 11848 17777 1884 1887 1887 56 196\* 220\* 80 87 249 122 134 174 182 27 90 NUMBERS 255 256 256 256 250 250 253 131 136 178 178 20 DOUBLE DOUBLE DOUBLE DOUBLE INTEGER INTEGER DOUBLE INTEGER INTEGER INTEGER DOUBLE DOUBLE DOUBLE DOUBLE DOUBLE INTEGER INTEGER INTEGER INTEGER DOUBLE DOUBLE DOUBLE DOUBLE DOUBLE INTEGER DOUBLE INTEGER MODE 99 (1-D)(2-D) (1-D)1132 47 2. 0.262 2 4 49 9 8494B 5. ~ 20 00000 00000 00000 00000 WORD WORD EEEE COORD ROORD ROORD WORD WORD WORD WORD WORD ELECTOR OF COORD OF C HORD MORD WORD L. S VARIABLE z للالعالياليا VARIABLE لعا VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE VARIABL VARIABL VARIABL VARIABL VARIABL VARIABL ш لعا 4 RECURSIVE ROUTINE ROUTINE RECURSIVE RECURSIVE RECURSIVE RECURSIVE RECURSIVE RECURSIVE CURSIVE CURS IVE RECURSIVE RECURSIVE CURSIVE RE CURS I VE CURSIVE CURSIVE ш PE CURS œ 1 S SETTEN X X X X M M M M X X S 0 ox. Ç MAT.INVERSE MAT.VEC.MPY MATH.VEC.MPY MIGF? MITR1 MUTR2 ATI ATE BV CON E.PROD.RA BUF . CAP ABS.F AMINV AVAIL1 BYAIL2 BUF .ST L LA1 LA2

A-9

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PRIME		·.	(1-0)	_			(2-D)		
5 for		44879	11	59	33	725 715 715 715 715			60
RIPT II.		233333 000000 MMMMMM DDDDD00	200	WORD	WORD	MWW MOON MOON MOON MOON MOON MOON MOON M	. K		WORD
SIMSC RACE3		VVARIABLE VVARIABLE VVARIABLE	ARIAB ARIAB	VARIABLE	VARIABLE	VARIABLE VARIABLE VARIABLE	ARIABL		E VARIABLE SUBSCRIPT
ROUTINE CACI		RECCURS IVER COURS IVE	ECURSIVE CURSIVE	RE CURS 1 VE	RECURSIVE	RECURSIVE RECURSIVE RECURSIVE	CURSIV		RE CURS 1 VE 1MPL 1ED SU
SUBCHK+XRI									
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CACI SIMSCRIPT II.5. for PRIME Systems, Release 2.1 = SEQUENCE.1U.SUBCHK.XREF.NOEXPLIST.TRACE3
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                                                                                                                                                                                  NUMBERS
                                                                                                                                                                                   LINE
                                                                                                                                                                                                    ----
                                   **ROUTINE TO MULTIPLY THE SQUARE MATRIX AM , OF NELMTS BY NELMTS.
**BY THE VECTOR BY (NELMTS BY 1), YIELDING THE VECTOR CV (NELMTS BY 1)
                                                                                                                                                                                   MODE
                                                                                                                                                                                                                         HOM
                 ROUTINE FOR MAT. VEC. MFY (AM. BV. NELMTS) YIELDING CV
                                                                                                                                                                                                 NEENNO
COOO
COOC
COOC
COOC
                   VARIABLE
VARIABLE
VARIABLE
                                                                                           RESERVE CV(*) AS NELMIS
FOR I=1 TO NELMIS DO
LCT (1)=0.0
FOR K=1 TO NELMIS DO
ADD AM (1+K) *BV(K) TO CV(I)
LOOP **OVER K
LOOP **OVER I
RETURN
END **OF ROUTINE MAT.VEC.MPY
                                                                                                                                                                                                 ARGUMENT
ARGUMENT
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MAT.VEC.MPY
NELMTS
         Options
                                                                                                                                                                                     NAME
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Page 11
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CACI SIMSCRIPT II.5 for PRIME Systems, Release 2.1
= SEQUENCE, ID, SUBCHK, XREF, NOEXPLIST, TRACE3
                                                                                            **ROUTINE TO UBTAIN THE INVERSE OF THE N BY N MATRIX AM·VIA THE **COMPACT FORM OF THE GAUSS-JORDAN METHOD. INVERSE IS RETURNED **AS BM. AM IS LEFT UNCHANGED.
                                                                                                                                                                                                                                                                                                                                                                                                                                                THUS * TH DIAGONAL ELEMENT IS ZERO.
                                                                                                                                                                                                                                                           BM IS USED FOR GAUSSIAN REDUCTION.
                                                                                                                                                                    DEFINE IN U. K. N AS INTEGER VARIABLES
DEFINE AM AND BM AS REAL. 2-DIMENSIONAL ARRAYS
RESERVE AM(***) AS N BY N
RESERVE BM(***) AS N BY N
                                                             ROUTINE FOR MAT. INVERSE (AM. N) YIELDING BM
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   OTHERWISE

LET BM(1+1)=1.0

FOR J=1 TO N DO

LOOP **OVER J

FOR J=1 TO N DO **THE SECOND J-LOOP
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 OTHERNISE
LET P=BM(U+I)
LET BM(U+I)
FOR K=1
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             ETURN
ND **OF ROUTINE MAT.INVERSE
                                                                                                                                                                                                                                                                                                                                                                                                                                            R IN ROUTINE MAT.INVERSE. THE MATRIX CANNOT BE INVERTED.
                                                                                                                                                                                                                                                                * COPY AM INTO BM.
                                                                                                                                                                                                                                                                                                       FOR I=1
FUR
                                   Options
```

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ROUTINE MAT.INVERSE Options = SEGUENCE.ID.SUBCHK.XREF.NOEXPLIST.TRACE3	0 8 0	NAME		7		MA A A A A A A A A A A A A A A A A A A		
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#### ANNEX 2

#### PROGRAM BUF.CAP

BUF.CAP calculates a recommended capacity for a buffer separating two tandem production operations. The methods employed in BUF.CAP are outlined in the body of this memorandum under "A Second Approach." The system equations for each production operation are displayed in various places depending on the number of machines (N) in a given operation. For N=1, see equation (26); for N=2, see (39, 40); and for N>2, a general form is provided in equation (44). The elements of the matrix A in (44) are given in the source program in LET statements.

Input data is provided from the terminal in response to prompting messages such as "Input the number of machines in 1st operation." To assure a system balance, the machine rates <u>assumed</u> in BUF.CAP, i.e. calculated endogenously, may not equal the actual or desired rates. To account for this absence of input rates, the buffer requirement from BUF.CAP must be scaled in proportion to the ratio of actual thruput to assumed thruput. The program output is sent to the terminal for display. This includes an echo of all program inputs. No output files are created. If the output is to be saved, a COMO file must be established.

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11:54:23
CACI SIMSCRIPT II.5 for PKIME Systems. Rejease.
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*RATEV(*)*MIBFV(*)*MITRV(*)*IPRINT) YIELDING REG.CAP
EG.CAP THUS
                                                                                                                                                                                                                                                       EEN FAILURES (MINUTES) FOR MACHINES OF OPERATION
                                                                                                                                                                                                                                                                                                                                                                                                                   OTHERWISE, 0.
                                                              V. MITRY. AVAILY AS REAL. 1-DIMENSIONAL ARRAYS
                                                                                                                                                                                                                                                                                                                                                                         AVAILY (1) * AVAILY (2) ) LET RATEV (1) * MAXA
                                                                                                                                                                                                                                                                                                                                                                                                                     CS ARE DESIRED, INPUT INTEGER 1.
                                                                                      NV(*) AS 2
RATEV(*), MTRFV(*), MTTRV(*), AVAILV(*) AS
                                                                                                                                                                                                                                                                                                                               ()=MTBFV(I)/(MTBFV(I)+MTTRV(I))
                                  INTEGER VARIABLES
                                                                                                                                                                                                                                                                                                     NE WITH I THUS
PAIR MACHINES OF OPERATION
                                                                                                                        . GET INPUT PARAMETERS FROM THE TERMINAL.
                                                                                                                                          LINE THUS
F MACHINES IN 1 ST OPERATION.
                                                                                                                                                                                                   INE THUS IN 2 ND OPERATION.
** DRIVER FOR HUF.CAP
                                                                                                                                                                                                                                                                                                                     THE MEAN
                                                                                                                                                                                                                                                                            THE MEAN
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MAIN ROUTINE Options = SEGUENCE.TO. SUHCHK, XREF, NOE	CRO								
INE SEQUENCE • 1									
MAIN ROUF	•	NAME	AVAILV	I I CAP	IPRINT	T A X A P	MICH MERICA V	NV RATEV	REG.CAP

```
CALL OPN.CYN GIVEN PNV(*),MTBF,MTTR,RATE,DELTAT,IPRINT,M
YIELDING PDNV(*)
LET PDN.ARRAY(2,J1)=PDNV(M)
.OOP **OVER STATES OF THE 2 ND OPERATION
                                                                                                                                                                       OPN.DYN GIVEN PNV(*), MTBF, MTTR, RATE, DELTAT, IPRINT, MTELDING PDNV(*)
PDN.ARRAY(1,11) = PDNV(M)
IER STATES OF 1 ST OPERATION
                                                                                         **INITIALIZE PROBABILITY STATE VECTOR FOR 1 ST OPERATION.
                                                                                                                                                                                                                                                                                                                                      **INITIALIZE PROBABILITY STATE VECTOR FOR 2 ND OPERATION.
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   *COMBINE OPERATIONAL STATES TO PRODUCE SYSTEM STATES.
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              )=PROB.STATE1*PROB.STATE2
L)=PGN.ARRAY(1,11)-PDN.ARRAY(2,11)
+BUFV(L) TO AVGB
)*BUFV(L) TO AVGB
)*BUFV(L)*2 TO VARIE
)*DO OPERATION STATES
ST OPERATION STATES
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         ROB. STATE2=BINOM.DENS(A2.N2.0)
=J1+(N2+1)*I
TATE1V(L)=I
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     . ŜTATE1 = BINOM.DENS(A1, N1, I)
10 N2+1 50
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  **RANK ORDER THE VALUES IN BUFV(*)
                                                                                                                                                                                                                                                                                                                                                          TO N2, LET PNV(K) = 0.0
                                                                                                                      TO N1, LET PNV(K)=0.0
                                                                                                                       FOR K=1 TO N1, LET F

IF I NE 0

ALWAYS

CALL OPN. DYN GIVEN F
                                                                                                                                                                                                                                                                                                                                                                   FOR K=1 TO N2, LET F

IF J NE 0

ALWAYS

CALL OPN. GYN GIVEN F
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   AVGB=0.0
VARIB=0.0
1 TO N1+1 DO
                                      SKIP 4 LINES
I1=1 TO N1+1 DO
LET I=I1-1
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        FR (1)
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           LOUP . OVER
                                                                                                                                                                                                    RELEASE
RESERVE
LET RATE
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   LOOP
                                                     FOR
                                                                                                                                                                                                                                                                                                    FOR
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             FOR
ROUTINE
```

CALL RANK.ORBER GIVEN BUFV(+) AND INDEX(+)

9

Options = SEGÜENCE, IU, SUBCHK, XREF, NDEXPLIST, TRACE3	05 LET SOB=SGRT.F(VARIB-AVGB**2) 06 LET REG.CAP=TRUNC.F(BUFV(MAXL)-BUFV(1)+4.0*SOB+0.5)	08 * PRINT HEADINGS.	US V SKIP 2 LINES 10 SKIP 2 LINES WITH M*DELTAT THUS EXPECTED BUFFER REQUIREMENTS ORDERED OVER ALL SYSTEM STATES BASED ON A REPAIR TIME LAG OF ***** MINUTES	ER BUFFER DIFFER PROB CUML OPN 1 OPN 2 EX SPACES SPACES DENS PROB STATE STATE	12	15 AUD FUB CUT 16 LET I=STATEIV(INDEX(L)) 17 LET J=STATEIV(INDEX(L))	18 LET BUF DIFF=BUFV(L)-BUFV(1) 19 PRINT 1 LINE WITH L. BUFV(L) BUF DIFF. PROB. CDF. I. J THUS		
Options	105	700	1110 1110 1110 EXP	ORDER INDEX	1112	115 116	118	*** 120 121	

AVERAGE BUFFER CHANGE \*\*\*\*\*\*\*

STO DEV BUFFER CHANGE \*\*\*\*\*\*\*

123 RELEASE STATELV(\*)

124 RELEASE STATELV(\*)

125 RELEASE PLOV(\*)

126 RELEASE POV(\*)

127 RELEASE POV(\*)

128 RELEASE POV(\*)

129 RELEASE POV(\*)

129 RELEASE POV(\*)

129 RELEASE PON\*(\*)

131 RELEASE PON\*(\*)

131 RELEASE PON\*(\*)

133 END \*\*MAIN FOR BUF.CAP

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CAP QUENCE+1D+SUBCHK+XR																					,
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OF FINDING THE SYSTEM WITH K MACHINES OPERATING. DCKC=N.
OF INPUT. PNV(*) IS THE INITIAL STATE.
USED LOCALLY SYSTEM STATE.
THE MEAN TIME BETWEEN FAILURES (MINUTES) DURING OPERATION
FOR MACHINES OF THIS TYPE.
FOR MACHINES OF THIS TYPE.
THE MEAN TIME (MINUTES) TO REPAIR A MACHINE FOR ALL CLASSE
OF FAILURES.
THE OFERATING PRODUCTION RATE PER MACHINE (PARTS/MIN).
THE OFERATING PRODUCTION RATE PRODUCTION ARRAY.
OF THE STATE VECTOR (= 1 TO PRINT).
THE STATE VECTOR (= 1 TO PRINT).
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               THIS OPERATION
                                                                                                                                                                                                    NES
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               ROM
                                                                                                                                             **PROGRAM SOLVES THE SET OF DIFFERENTIAL EQUATIONS WHICH CHARACTERIZE THE **PRODUCTION OF A MANUFACTURING OPERATION CONSISTING OF N IDENTICAL MACHIN **OPERATING OF THE INITIAL STATE OF THIS SYSTEM IS REPRESENTED **OPERATING OF THE WALLES OF THE ELEMENTS OF THE N-DIMENSIONAL PROBABILITY VECTOR **OPERATING OF THE THE K TH ELEMENT OF THE N-DIMENSIONAL PROBABILITY VECTOR **OPERATING OF THE MEAN TIME BETWEEN FAILURES OF MACHINES OF THIS TYPE IS **OFERTED AS MTHE OPERATING PRODUCTION RATE OF EACH MACHINE IS ENTERED AS MITR**OF SYSTEMS, THE PROGRAM USER MUST SUPPLY THE INTEGRATION TIME OF AN ARIETY OF SYSTEMS, THE PROGRAM USER MUST SUPPLY THE INTEGRATION TIME OF THE TRAJECTORY OF THE **OFERTED AS MEDITION TO FE THE TRAJECTORY OF THE **OFERTED AS MEDITION TO FE THE UNITS**OF THE **OFERTED AS MEDITION THE BELLOTORY OF THE **OFERTED AS MEDITION TO FE THE TRAJECTORY OF THE **OFERTED AS MEDITION TO FE THE TRAJECTORY OF THE **OFERTED AS MEDITION THE BELLOTORY OF THE **OFERTED AS MEDITION O
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ROUTINE FOR OFM. DYN GIVEN PNV. MTBF. MTTR. RATE. DELTAT. IPRINT.
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              PARAMETERS
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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 DEFINE I+ IPRINT. J. K. L. M. N AS INTEGER VARIABLES
DEFINE PNV AND FONV AS REAL. I-DIMENSIONAL ARRAYS
DEFINE PNDOT AS A REAL. I-DIMENSIONAL ARRAY ..LOCALLY
OEFINE AM AS A REAL. 2-OIMENSIONAL ARRAY ..LOCALLY
RESERVE PUNV(*) AS M ..IME STEPS
LET N=DIM.F(PNV(*))
RESERVE PNDOT(*) AS N ..LOCALLY
RESERVE PNDOT(*) AS N ..LOCALLY
RESERVE AM(***) AS N ..LOCALLY
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              RATE
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3 LINES WITH OELTAT. MIBF. MITR THUS
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  (MC)
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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        LAMBDA=1.0/MTTR
MU=1.0/MTEF
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          IF TIME
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• DEL TAT
• IPRINT
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OPN.DYN
= SEQUENCE,ID, SUBCHK, XREF, NOEXPLIST, TRACE3
                                                                                                                                                                                                                                                                                               MODSF(ISS)=0

LET POSPOCKE1+POINF*(I.O-E1)

LET P1=1.0-PO

LET AVG.RATE=RATE*PI

LET SD.RATE=RATE*SORT.F(P1-P1**2)

PRINT 1 LINE WITH TIME, PONV(I), PO, PI, AVG.RATE, SD.RATE

THUS
                                                 STOP
OTHERWISE
LET H=0.2*DELTAT **INTEGRATION STEP FOR DIFFERENTIAL EQUATIONS
IF N > 1
                                                                                                                                                                                                                                          ..O*L AMBDA *MU/FFREG**2
AMBDA**2/FFREG**2
13*FFREG)/FFREG-4.O*LAMBDA*MU/FFREG**2
2.0.0*a1*FFREG)/FFREG*2.O*LAMRDA*MU/FFREG**2
                                                                                                                                                                                                                                                                                                                                                                              ****
                                                                                               OTHERWISE **GET ANALYTIC SOLUTION FOR N=1
LET FFREG=LAMBDA+MU
LET PID=PNV(1)
LET POD=1.0-P10
LET POD=1.0-P10
LET POINF=MU/FFREQ
IF IPRINT=1
SKIP 2 LINES
SKIP 2 LINES
FORY OF PRODUCTION OPERATION STATE PROBABILITIES
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     1.0-P10-P20
9.4-LAMBDA*P00+2.0*FFRE0*P10+2.0*MU*P20
                                                                                                                                                                                                                                                                                                                                                                                                                                        0 L2
E **GET ANALYTIC SOLUTION FOR N=2
G=LAMBDA+MU
                                                                                                                                                                                                                                                                                                                                                                               *****
                                 ****** TOO LARGE.
                                                                                                                                                                                                             MACHINES DPERATING
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              LINES THUS
                                     11
                                     STEP
                                                                                                                                                                                                                                                                                                                                                                                     ALWAYS
LOOP **OVER I
GO TO L3
*L1*IF N > 2
                                    IN OPN.DYN.
                                                                                                                                                                                                                                             ****
                                                                                                                                                                                O
TRAJECTORY
                                                                                                                                                                                                                   PON
                                                                                                                                                                                                                                                          FOR
          ROUTINE
Options
                                      TROUBLE
MTTR = 1
58
59
                                                                                                                                                                                                                     TIME (MIN)
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ROUTINE OPN.DYN

CACI SIMSCRIPT 11.5 for PRIME Systems, Release 2.1

Options = Sequence.10, Subchk, XREF, NOEXPLIST, TRACE3

PRODUCTION OPERATION STATE PROBABILITIES	MACHINES OPERATING AVG S.D.	10.00
OF PRODUCTION (	MACHINES O	
TRAJECTORY	PDN	TELETT PLANT OF TELETT PRODUCED OF
H H	TIME (MIN)	$ \begin{picture}(20,0) \put(0,0){$\times$} \put(0,0$

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OPN.DYN
= SEQUENCE.ID.SUBCHK.XREF.NOEXPLIST.TRACE3
                                                                                                                                                                                                                                                                                                                                                                                            6
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           EC.MPY (AM(*,*), PNV(*), N) YIELDING PNDOT(*)
N DO
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         ) TO AVGP
NITIAL AVERAGE NORMALIZED PRODUCTION RATE
STEPS. DO
                                                                                                                                                                                                                                                                                                                                                                                            8
                                                                  GET INITIAL RATE VECTOR.
                                                                                           CALL MAT. VEC. MPY(AM(***), PNV(*).N) YIELDING PNDOT(*)
ADD CON TO PNDOT(1)
                                                                                                                                                                                                                                                                                                                                                                                                                                                                        NORMALIZED PDN FROM PREVIOUS STEP
                                                                                                                                                                                                                                                                            LET PR=0.0
LET P9=0.0 ••FOR PRINTING IN ROWS
SKIP 2 LINES WITH N• PNV(N) THUS
OF PRODUCTION OPERATION STATE PROBABILITIES
                                                                                                                                                                                                                                                                                                                                                                                                                                       **CREATE THE EXPECTED CUMULATIVE PRODUCTION VECTOR.
                                                                                                                                                                                                                                                                                                                                                                            NUMBER OF MACHINES IN OPERATION
                                                                                                                             **PRINT HEADINGS FOR OUTPUT OF STATE VECTOR
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           NDOTCK) TO PNV(K)
(K) COMPONENTS
INTEGRATION SUBSTEPS
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            PNV(K) TO AVG
R COMPONENTS
LTAT*(AVG+AVGP) TO CUM
                                                                     *END OF STATE TRANSITION MATRIX.
                                                                                                                                                                                                                                                                                                                                                      INITIAL MAX STATE PROB(**) = ****
                                                                                                                                                                                                                                                                                                                                                                                                                                                                            CUM=0.0 ..CUM
AVGP=0.0
                                              LET AMENANDE-NAME
                                                                                                                                                                                                                                                                                                                                                                                                                        ALHAYS
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         LOOP
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                                                                                                                                                                                                                                                                                                                               RAJECTORY
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                                                      *END OF I TH TIME STEP OF SIZE DELTAT.
                                                                                LOOP **OVER I
*L3*IF IPRINT=1
PRINT 2 LINES THUS
         ALWAYS
*****
```

\*RELEASE ARRAYS PRIOR TO RETURNING. RELEASE PMDOT(\*)
RELEASE AM(\*\*\*)
RETURN
\*\*OPN.DYN ALWAYS

END

• 10 •

- "GO TO LO OTHERWISE LET P9=PNV(9) PRINT 1 LINE WITH TM.PONV(1).P1.P2.P3.P4.P5.P6.P7.P8.P9 THUS

GÓ TO LO OTHERWISE LET PB=PNV(8) IF N=8

0 THERWISE LET P6=PNV(6) IF N=6 0 THERWISE LET P7=PNV(7) IF N=7

GO TO LO OTHERNISE LET PS=PNV(5) IF N=5

page CACI SIMSCRIPT II.5 for PRIME Systems, Release 2.1

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			488 488	7	198	189 199 109	114	96	B3 136	123	150*	226	98 149	185	98 150	147 175*
je 14			151	V	183*	160 198* 73	113	92	7B	102	149*	222	96 140	108	96 141	143 159
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ROUTINE OPN. DY Options = SEGU		NAME	рара М110	AVG	AVGP.RATE	CCON CON DELTAT	0 10 10 10 10 10 10 10 10 10 10 10 10 10		IH	TPRINI		د.	LI L2 LAMBDA	<del> </del>	!	2

ROUTINE OPN.DYN Options = SEQUENCE.ID.SUBCHK.XREF.NOEXPLIST.TR	EF + NOEXPLIS	ACI SIMSCRIPT T+TRACE3	II	5 for	PRIME S)	ystems, Rel	Lease 2 JUN 198	3 12:05:	18	Page	15	
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PRIME Systems.	DENSITY OF THE BINGMIAL DISTRIBUTION WITH SAMPLE SIZE PARAMETER N. AND		MODE	DOUBLE DOUBLE INTEGER INTEGER DOUBLE DOUBLE
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IPT II.	MPLE SI	Ш		NNNKE 000000 000000 00000000000000000000
CI SIMSCH	<u> </u>	E R E N		VARIABLE VARIABLE VARIABLE
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= SEQUENCE.ID.SUBCHK, XREF, NOFXPLIST, TRACE3	FUNCTION FOR BINDM.DENS (P. N. K)  "FUNCTION CALCULATES THE PROBABILITY PARAMETE "WITH 1 NIEGER ARGUMENT K.  DEFINE I. K. N AS INTEGER VAR  LET 0=1.0-P LET 0=1.0-P LET 8PF=0**N  OTHERWISE  OTHERWISE FOR I DF K NO NITH BPF  LOOP "*OVER I PF K NITH BPF  LOOP "*OVER I PF K NITH BPF	C R O		SO Z.
Options		_	NAME	BINOM.DENS RPF I N N P

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LINE NUMBERS OF REFERENCES
CACI SIMSCRIPT II.5 for PRIME Systems, Release 2.1 = SEQUENCE, IU, SUBCHK, XREF, NOEXPLIST, TRACE3
                                                ••FUNCTION PRODUCES THE CUMULATIVE BINOMIAL DISTRIBUTION WITH PROBABILITY
••PARAMETER P. SAMPLE-SIZE PARAMETER N. AND INTEGER ARGUMENT K.
                                                                                                                                                                                                                                                                         DOUBLE
DOUBLE
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                                                                                                                                                                                                                                                      MODE
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RECURSIVE VARIABLE
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LET 0=1 * 0 - P
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                                                                                                                                                                                                                                                                     (1-0)
                              **ROUTINE ACCEPTS THE VALUES IN THE VECTOR XV. OF DIMENSION N. **AND RETURNS THE VALUES ORDERED IN ASCENDING ORDER.
                                                                                                                                                                                                                                      (1-D)
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                                            U. AND M AS INTEGER VARIABLES
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                                                                                                                                              *S*LOOP **OVER II
LOOP **OVER I
END **OF ROUTINE RANK.ORDER
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                                                                                                                                                                               0
                  RANK . ORDER
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                                                DEFINE INDEX
DEFINE XV AS
LET N=0 IM. F OR
F OR II = I
                   10
                  ROUTINE
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      Options
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